WORK "WITHOUT BORDERS"- FLEXIBLE WORK AND ITS CONSEQUENCES

A case study of a NGO in Greece during the economic recession

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Essay/Thesis:	30hp
Program and/or course:	Strategic HRM and Labour Relations
Level:	Master Thesis
Semester/year:	Spring 2015
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List of Abbreviations

FWA............Flexible Working Arrangements

HR...............Human Resources

HRM............Human Resource Management

IKA..............Social Insurance Institute

NGO............Non Governmental Organisation

NPO.............Non Profit Organisation

OAEE..........Self-Employed Workers' Insurance Organisation

TEBE...........Insurance Fund for Craftsmen and Small Traders (today OAEE)

Abstract

The aim of this study was twofold. On the one hand, the purpose was to provide a better understanding on how work is organised in a non-profit organisation through the spectrum of flexibility and what its consequences are for the organisation, the paid staff and the volunteers. On the other hand, the purpose was to test Atkinson's (1985) ''flexible firm'' conceptual framework in the context of non-profit organisations, and in particular, its dichotomisation hypothesis to core and peripheral workforce groups. For these purposes the case study methodology was chosen. Thirty-tree in-depth interviews with volunteers, paid staff and a representative from the board of directors, of a non-governmental organisation in Greece were conducted. Organisational documents and information about the organisation constituted the secondary source of evidence. The data analysis revealed patterns of flexible contractual and working arrangements and their consequences for the organisation and its workforce. The main findings and the theoretical contribution of the study are discussed. The implications of the study are also discussed together with its limitations and with suggestions for further research.

Keywords: flexibility, work organisation, case study, non-governmental organisations, Greece

Background and problem of investigation

The third sector

Various terms are used interchangeably to refer to the third sector, such as voluntary sector, non-profit sector, ''not-for-profit'' sector and civil society. According to Salomon and Anheier (1992), it includes organisations that vary in terms of size, legal form, clientele and type of activity. Such organisations were identified to share five characteristics: they are organised, private, non-profit, self-governing and voluntary- at least partially (Salomon & Anheier, 1997). The so called ''third sector'' represents a major economic force (i.e., $1.1 trillion industry) with 19.5 million full-time equivalent (FTE) paid workers and 11 million FTE volunteer jobs, as found in a study that was held in 24 countries across the world (Salomon & Sokolowski, 2001). These data, together with the spread of professionalisation within the third sector (Stewart, 2014), highlight the third sector's role both in economy and in labour market.

Non-profit organisations

Based on the opinion that the third sector differentiates from the public and the private sectors, Billis and Glennerster (1998) argue that NPOs share some core organisational characteristics that distinguish them from private firms and public organisations (e.g., multiple stakeholders, ambiguous and hybrid structures, both paid and unpaid human resources, external financing). Furthermore, NPOs' organisational cultures seem to be less formal and to be driven by altruism and mutualism (Kendall, 2003). In particular, according to Anheier (2005), it is the existence of both paid and unpaid work (i.e., volunteering) that distinguishes NPOs. On the one hand, paid work is regulated by labour contracts and organisational personnel policies. On the other hand, volunteer work is not just ''unpaid non-compulsory work'' (ILO, 2011, p. 13), but it is also informal work not settled within employment relation regulations. However, paid work has taken more atypical forms (e.g., self-employment; ILO, 2014) and volunteer work is becoming more formalised (e.g., volunteering by contract; Merrill & Safrit, 2003). Thus, flexible combinations of paid and unpaid work within NPOs result in gray zones in between them.

Flexibility in working life

''Flexibility''- the ability to respond to change effectively (Mandelbaum & Buzacott, 1990), has been identified as the result of conditions, such as economic pressures, unstable market, technological change, privatization, high unemployment, decline in the power of trade unions, deregulation of the employment relations and weakening of social benefits (Lapido & Wilkinson, 2002). Specifically, after the eruption of the global financial crisis in 2008, trends of increase in unemployment and vulnerable employment (e.g., self-employment) as well as resistance of informal employment were observed (ILO, 2014). According to Kalleberg (2000), the use of nonstandard work arrangements (e.g., part-time, temporary work, contracting), even though not a new phenomenon seems to be a persistent feature of contemporary employment. Moreover, flexible working methods that are linked to technological innovation (e.g., tele-working) were identified to be a permanent characteristic of modern work organisation (Field, 1996). These flexible contractual and working arrangements are linked with various consequences for the organisations and the workers in previous empirical research within public and private sector organisations; however the NPOs seem to be underinvestigated.

Purpose and research questions

Based on the idiosyncratic characteristics of non-profit organisations, it could be argued that the context of such organisations may facilitate flexibility in work organisation. Additionally, work organisation may have different implications for the organisation and its workforce in such contexts. Consequently, the initial purpose of this study is to enrich the existing literature by providing novel conceptualisations of flexibility in the organisation of work and its consequences for both the NPO and its diverse workforce.

Within the debate on whether the ''third sector'' constitutes a sector on its own, Corry (2010) argues that the ''third sector'' is under-theorised in comparison to the state and the markets. Thus, the secondary purpose of this study is to contribute theoretically by testing the explanatory power of a theoretical conceptualisation that has been used to explain flexibility at work within public organisations and private

firms, and by doing so in the case of NPOs. In particular, this study tests Atkinson's (1985) ''flexible firm'' model assumption on dichotomisation between functional and numerical flexibility that suggests workforce segmentation.

By taking into consideration the above purposes, the following research questions rise:

- How is work organised in terms of contractual arrangements and working arrangements (i.e., content, time, workspace, and compensation) within a non-profit organisation in order for the organisation to be flexible?

- What are the consequences of such work organisation for the organisation and the workforce?

- Does the workforce differentiate on the basis of the work organisation and its consequences? If yes, how?

Earlier research

Rationale for literature review

For the purposes of this study, the search in the literature was limited to the previous research on various types of flexibility by focusing on the organisational-level. Previous studies on changes in employment relations and other related concepts relevant to the non-profit sector were also searched. The review of the literature focused on the association between flexible work arrangements and their consequences for organisations and their workforce by taking into consideration their employment/volunteer status. Last but not least, literature on the consequences of volunteer work for the volunteers and the organisation was searched. At this point, it is vital to mention that even though the concept of flexibility has been extensively studied within organisations of the private and public sector, there is a lack of research on flexibility in third-sector organisations (e.g., in non-profit organisations) and in particular in the Greek context. Inevitably, this has affected the richness of the literature review and it is an indication that the concept of flexibility needs to be further researched in the context of NPOs.

Flexibility and contractual arrangements

In the relevant literature flexibility, and in particular numerical flexibility, has been linked with atypical forms of work, such as temporary agency work (e.g., Håkansson, Isidorsson & Kantelius, 2013), temporary and fixed-term contracts (e.g., Visser 2000), self-employed independent contracts (e.g., Voudouris, 2004), internships (e.g., Standing, 2011) and dependent forms of self-employment (e.g., Böheim & Muehlberger, 2006). In Greece, self-employment is relatively high (i.e., 34,7%) in comparison to the EU average, 15,6%, in the year 2011 (Kaminioti, 2013). Additionally, from 2008 until 2013 there was a constant decrease in full-time employment and an increase in part-time and involuntary part-time employment (OECDa; OECDb).

From the perspective of the organisation, flexible staffing arrangements (i.e., atypical forms of work) are related with adjustment to staff absences or workload fluctuations, savings in benefits costs (e.g., Abraham, 1988; Houseman, 2001) savings in recruitment, hiring and training costs (Kalleberg et al., 2003), and enhancement of productivity and innovation (e.g., Arvanitis, 2003). The consequences from the workers' perspective refer among others to weaker protections from employment legislation and restricted access to unemployment insurance (Houseman 2001; Stone 2006). Atypical forms of contract works can be introductory contracts to more regular permanent employment (Booth et al., 2002). Though, such arrangements may limit the access of workers to training (Hanratty, 2000) and can result in job insecurity (Hesselink & van Vuuren, 1999).

Flexibility and contractual arrangements in non-profit organisations.

Paid work. The atypical forms of employment that are frequent in non-profit organisations have been linked to their funding environment (Cunningham, 2001). In the UK, Almond and Kendall (2000) found part-time work to be proportionally more frequent in the non-profit sector (35,3%) than in the public sector (28,8%) and the private sector (22,1%). Moreover, they found that temporary employment is twice more frequent in the third and public sectors than in the private sector. This was more apparent in the fixed-term contracts that constitute the 65% of temporary employment

within the third sector. Similarly, Cunningham, Baines and Charlesworth (2014) found that a large size charitable multi-service organisation in Australia used contracting out (e.g., fixed-term or casual contracts) due to restricted budget for long-term permanent contracts. Moreover, the organisation was found to relocate staff from defunded programmes to other areas, when possible.

In a study that was held in 25 NPOs in the US (Haley-Lock, 2009), part-time work was found to be preferred by workers with a particular demographic profile (i.e., having children, being in committed relationships and not being the primary house wage earner). This preference for part-time work was linked with their need for a contract that would support work-life balance. An implication of part-time work is that part-time workers receive less employment benefits in comparison to full-time workers. However, variation was found on the received benefits among part-timers. Specifically, employees that held jobs on court advocate and administrative assistance were found to receive paid vacation days, employer contributions to personal and family health insurance premiums, and their wages to vary between those of hotline workers and those of master level counsellors. Hotline workers received the lowest wages and had limited access to benefits. Moreover, what is of interest regarding the hotline workers is that all of them started working part-time and that they often worked from home in shifts and in nonstandard working hours and days. Thus, it seems that apart from the variation on benefits among the part-time employees, the hotline workers differed from the other part-timers regarding the flexible spatial and temporal working arrangements (i.e., telecommuting, part-time, shifts).

After extensive search, no previous empirical research was found on the contractual arrangements in the third sector or in non-profit organisations in Greece. According to the base union of workers in non-governmental organisations, the most frequent contractual arrangements are fixed-term contracts or project contracts (SVEMKO, 2010). Moreover, other types of work arrangements are those of community service in which the worker has a beneficiary status (SVEMKO, 2012a). Additionally, a trend from full-time to part-time work was identified in some non-profit non-governmental organisations (SVEMKO, 2012b).

Volunteer work. As it has been previously mentioned, volunteer work has been defined by ILO (2011, p.13) as ''unpaid non-compulsory work''. Many studies have investigated volunteerism as an unpaid prosocial activity by focusing on its motivational aspect (e.g., Anderson & Moore, 1974; Clary & Snyder, 1999; Akintola, 2011). These studies identify the multimotivational nature of volunteering, such as altruistic concerns for others and community, self-fulfilment and development motives, employment or career benefits and the desire by unemployed to overcome laziness. In particular, the matching of a volunteer's motivations with the volunteering situation was found as an important aspect for individuals' satisfaction and commitment (Clary et al., 1998). Moving beyond the altruistic perspective, it could be argued that volunteering can result in benefits, such as happiness (Borgonovi, 2008), well-being (Thoits & Hewitt, 2001), social inclusion (Nichols & Ralston, 2011; Baines & Hardill, 2008) and employability enhancement (Hirst, 2001; Smith, 2010; Kamerāde, 2013). From NPOs' perspective volunteering could be used strategically in order to reduce employees' workload (Handy & Srinivasan, 2004); or/and to supply the organisation with unpaid labour (Handy & Brudney, 2007). Similarly, cost savings were found to be one of the reasons volunteers were perceived to be beneficial for a respective number of charitable organisations in the USA, together with increase in the quality of the services provided and increase in the public support (Hager, 2004). Moreover, volunteers can provide promotion and publicity for a NPO and its mission (Handy & Brudney, 2007).

From the labour perspective, volunteering is also informal work not regulated by the labour law (Anheier, 2005). Volunteer work has become formalised. This can be seen in the formal volunteer contracting and generally in the professionalization of the management of volunteers (Merrill & Safrit 2003). This is also apparent in the growing literature that examines volunteering rationally from a benefit-cost perspective for the organisation (e.g., Ganski, 2000; Handy & Mook, 2011). Moreover, both the increase of unemployed people initiating to volunteer in NPOs (Mpourikos & Sotiropoulos, 2013) and the organisation of volunteer work by the government in the UK (Kamerāde, 2013) suggest that volunteers' motives may move and beyond ''pure'' altruism.

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Mixed paid and unpaid work. The fact that paid work frequently takes atypical forms (e.g., ILO, 2014) and that volunteer work tends to be formalised (e.g., Merrill & Safrit, 2003) give space for flexible combinations of paid and unpaid work, which suggests an elimination of the boundaries in between them. Such a work mix is the phenomenon of ''staff volunteering'', that is self-selected paid staff willing to perform work that is perceived to be unpaid and, thus, volunteer (Knutsen & Chan, 2014). Another example of mixed paid and unpaid work is that of ''interchangeability'' between paid staff and volunteers (Handy, Mook & Quarter, 2008).

Flexible working arrangements

There is a plethora of empirical research on flexible working arrangements (FWAs) referring to spatial arrangements (e.g., telecommuting), temporal arrangements (e.g., flextime, compressed workweeks), work arrangements (e.g., multitasking, job sharing, work intensification) and remunaratory and benefits arrangements and their outcomes (e.g., Lewis, 2003; Plantega & Remery, 2010). In his review on FWAs, Lewis (2003) found that different types of arrangements have different consequences for the employees. Generally, implications were identified in job satisfaction, work-life balance, organisational commitment, performance and productivity. These consequences depended on various other parameters, such as the demographic profile and the preferences of the workers, their control and autonomy over work, their perception on organisational justice, the support from the management and the organisational culture.

Flexible working arrangements in non-profit organisations. According to Jeavons (1992) the ''values-expressive'' nature of NPOs differentiates them from the other sectors; and FWAs need to be in line with and reflect the organisations' mission. The important role of the values can be seen in the main findings of the studies presented below that suggest that workers in NPOs are open to do unpaid overtimes, to volunteer and to multitask. The motivation of these workers seems to be in line with non-profit and other values of NPOs. When these organisational values are questioned in the way work is organised this seems to be reflected in the workers' morale, performance and motivation to do unpaid work. For example, in the UK,

employees in the third sector were found to be much more likely to work unpaid overtime (72,2%) compared with those in the private (40%) and public (58,8%) sectors (Almond & Kendall, 2000). A similar phenomenon of unpaid work, ''staff volunteering'' was conceptualised in the case of a NPO in Canada that provided community support (Knutsen & Chan, 2014). The important role of values in relation to FWAs, such as flextime, part-time, compressed work week and telecommuting is more apparent in Hohl's (1996) research in NPOs in Illinois. The main consequences for the use of FWAs were the increase in employees' morale and retention and performance maintenance, but under the conditions of fairness in arrangements and supervisory support. In particular, flextime, apart from having the most positive results, was found to have the unexpected benefit of providing services for more hours. Nevertheless, joint appointments and job sharing where found to decrease employees' morale and performance.

Baines's (2004a, 2004b) studies in the non-profit and public sectors in Canada found work intensification and multitasking among social service workers. Specifically, approximately half of the social service workers had professional credentials, and their work was characterised by blurry boundaries between professional and non-professional identities and between work and leisure. They were motivated to work on unpaid overtime out of moral outrage. Those workers performing less unpaid work were those employed in multiple part-time jobs and some older workers, who were avoiding volunteer work due to claims of ''burn-out''. Moreover, Baines (2004b) found that multitasking and standardisation of work through the use of technology was perceived negatively from the social service workers as a routine related with loss of decision-making power and control on their job, as well as with de-skilling. Another consequence of work intensification was found to be the lack of time for supervision and coaching by the line managers in a charitable organisation in Australia (Cunningham et al., 2014).

The relation between numerical and functional flexibility

Arvanitis (2005), at his research with approximately 1400 Swiss firms, found that approximately one third of the firms that use team-work and job sharing (i.e., functional flexibility) make intensive use of part-time and temporary work (i.e.,

numerical flexibility). This suggests that only some firms use both types of flexibility in a complementary way. The broader picture shows that numerical and functional flexibility are used more alternatively than complementarily. However, what seems to be of interest is how these two types of flexibility are used by organisations (Kalleberg, 2001).

Previous research findings regarding the way numerical and functional flexibility are combined are diverse. On the one hand, there is evidence that there is a clear differentiation between functional and numerical flexibility that suggests clear workforce segmentation (e.g., Davis-Blake & Uzzi, 1993; Osterman, 1994). On the other hand, a study in six management consulting firms in Portugal found indications of complementarity between numerical and functional flexibility and, thus, no clear differentiation between different types of workforce (Carvalho & Cabral-Cardoso, 2008). Other studies refer to mixed findings (e.g., Voudouris 2007; Håkansson & Isidorsson 2012). In particular, Voudouris (2007), in her study with 75 Greek firms, found that independent contractors and subcontractors (i.e., numerical flexibility) are positively related to functional flexibility, in comparison to temporaries. Similarly, Håkansson and Isidorsson (2012) in their study with 10 Swedish cases from the private and public sectors found mixed results. These diverse findings suggest that the relation between functional and numerical flexibility depends on various parameters, such as the nature of the work and the location of the competences within or outside an organisation.

Selection of theory and concepts

Flexibity: a multifaceted and multi-level concept

According to Furåker, Håkansson and Karlsson (2007), ''flexibility'' has a plethora of meanings. This can be identified in the numerous typologies and types of flexibility that refer to various levels of analysis (i.e., system, societal, organisational, individual) (e.g., Atkinson & Meager, 1986; Furåker, 2005; Standing, 2002).

Atkinson's ''flexible firm'' model

Atkinson's (1985) ''flexible firm'' model was selected because it provides a suitable framework for the understanding of flexibility in the organisation of work and

its consequences. In his model, Atkinson refers to work organisation through various types of flexibility in relation to various workforce groups categorised in core and periphery according to the type of contractual arrangement, as it can be seen below in Figure 1.
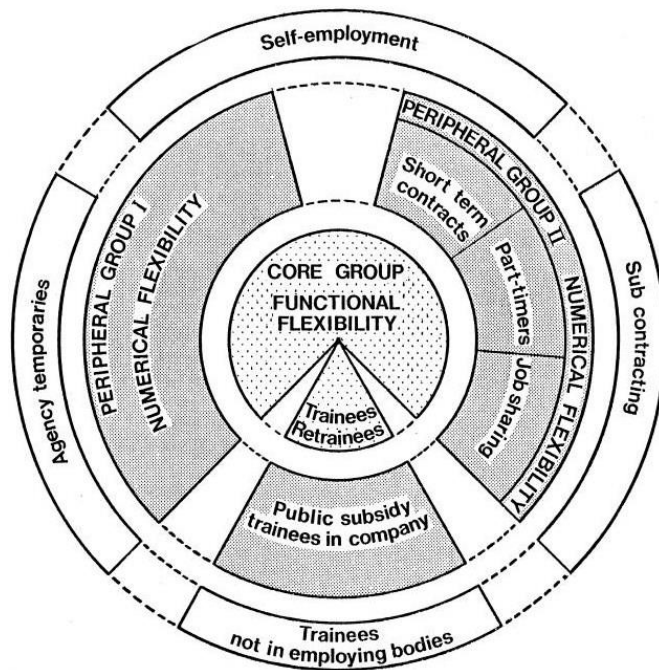
Figure 1. Atkinson's ''flexible firm'' model (Source: Atkinson 1985, 16)

In particular, Atkinson (1985) argues that an organisation is flexible (i.e., ''flexible firm'') when it has the ability to adjust and redeploy quickly and smoothly its employees' skills between activities and tasks. This type of flexibility, functional flexibility, is acquired by a core group of ''full-time permanent career employees'' (p. 15). In parallel, an organisation is flexible when it has the ability to quickly, cheaply and easily adjust according to labour demands (i.e., numerical flexibility). This type of flexibility is mainly acquired by peripheral groups of full-time employees in de-skilled jobs or of part-time and temporary workers and public subsidy trainees, and by external groups. Additionally, financial flexibility refers to the ability of an organisation to adjust its remuneration system to facilitate organisation's numerical or/and functional flexibility and to adjust to the supply and demand of the external labour market. Finally, to the above types of flexibility, Atkinson and Meager (1986) introduced distancing strategies. It refers to an organisations strategy ''to subcontract

than reorganise its internal manning practices'' (p. 4). Distancing is done through external groups of workers, such as TAWs, self-employed workers and sub-contractors.

Atkinson argues that in order for an organisation to be flexible through numerical and functional flexibility, the segmentation of workforce in core and periphery is required. Based on ''flexible firm'' model's argument on workforce segmentation, it is assumed that the organisation of work and its consequences differ among these groups that constitute the core or the periphery of the organisation.

The core group is staffed by full-time permanent employees. These employees work in multi-disciplinary working teams and in multiple tasks and jobs that require skills and experience specific for the organisation. The permanent character of their contracts implies job security and investment in their training and retraining from the employer and career changes from their side. The periphery of the organisation is staffed with groups of workers with atypical contractual arrangements (e.g., part-time, fixed term, self-employed workers and TAWs). Atkinson categorises the periphery in peripheral groups and in external groups. All these groups seem to have communalities regarding the organisation of their work and the consequences that results of this work organisation. In general, workers that are located in the periphery have atypical contractual agreements. Moreover, they have fewer opportunities for training and development and lack of job security.

In particular, the first peripheral group is manned by full-time workers. These workers are doing de-skilled and not specific to the organisation jobs. The jobs assigned to them have a narrow range of tasks and are systematised in terms of content. Consequently, these workers have less job security and have restricted access to training and career opportunities in comparison with the core group employees. The second peripheral group is staffed with workers on part-time and short-term basis. They engage in similar jobs with the first peripheral group, but work to cover the changes in the demands of the organisation (e.g., peak manning). Thus, job sharing is a characteristic of their work due to the temporal nature of their contracts. Similarly to the workers in the first peripheral group, they lack job security and career development. The external groups refer to finding the resources outside the

organisation through the use sub-contracting, self-employed workers, TAWs. The tasks these workers are assigned are not specific for the organisation. Moreover, the work is possible to be provided remotely from the organisation (e.g., telecommuting). For the organisation, the use of external groups provides numerical flexibility to the organisation, since they can be contracted on demand. Additionally, functional flexibility can be acquired through specialised workers, such as experts in technology. However, what differentiates the functional flexibility supported by external groups is that their work is not specific for the organisation and that it is provided for a particular task or job.

To conclude, it can be observed that in Atkinson's framework, flexibility is identified at the organisational-level and its consequences are identified at both organisational- and group-level (i.e., groups of workers according to their contractual arrangements).

Criticism on Atkinson's model

Pollert (1988, p. 297) criticised the ''flexible firm'' model for various reasons among others for its ''simplistic dualistic polarization'' in core and peripheral workforce groups. Based on this criticism on the dichotomisation hypothesis of the workforce in core and periphery, Kalleberg (2001) highlights the importance of studying the linkages between functional and numerical flexibility and suggests ways of conceptualizing the combination of these two types of flexibility for organisations. Apart from the above criticism, Atkinson's model is based on the assumption that flexibility is always good. The positively charged term of flexibility has been criticised as a tool to maintain managerial ideologies (Furåker et al., 2007).

Moreover, in the model, flexibility is conceptualised only from the organisation's perspective. This could be criticised for not providing a holistic understanding of flexibility in working life by not identifying other actors, such as the employees. It can also be linked to the maintenance of managerial ideology by omitting conceptualising and studying flexibility from the employees' perspective. Thus, Karlsson (2007) suggested a double-edged conceptualisation of flexibility and, in this logic, the study of both organisation's and employees' perspectives.

Last but not least, the ''flexible firm'' model seems to follow a more neo-

positivist than interpretativist ontological and epistemological approach (see della Porta & Keating, 2008). For instance, the model suggests that particular organisation of work bears specific consequences for groups of workers, such as more or less job security. Though, it could be argued that consequences of work organisation, such as job security, can be understood also through the subjective experiences of the employees- in both group- and individual-level; and not only through the presence or absence of benefits due to specific contractual arrangements. Moreover, the contractual arrangements refer to the formal written agreement between an organisation and its employees. Though, in parallel with the formal contract exists the psychological contract that refers to an individual's perception of the agreement regarding the mutual obligations between him/her and the employer (Rousseau in Coyle-Shapiro & Parzefall, 2008). These obligations are based on beliefs on explicit or implicit promises and constitute the basis of the exchange with the employer. The psychological contract provides a concept, at the individual-level, that could facilitate the understanding of flexibility and especially in the context of non-profit organisations, due to their idiosyncratic organisational features.

To conclude, for the purposes of this study Atkinson's conceptual framework of the ''flexible firm'' was selected. However, the above points of criticism were taken into consideration while designing and executing the study, in order to avoid relevant methodological limitations that could result in analytical constrains. Based on this rationale, the present study added an interpretativist approach on understanding and studying flexibility. Thus, the study moved beyond the organisational- and group-levels by incorporating the individual-level in the research design, in order to capture potential differentiation among individuals' perceptions.

Method

Research design

Selection of research design. The case study method was chosen as the most appropriate design in order to answer the research questions and test the theoretical concept within a natural setting (Hakim, 2000). This is because the given research questions needed to be answered in the natural context of a NPO and in a societal

context that undergoes changes in work related issues. The same context was required to test the explanatory power of the used conceptual framework (i.e., Atkinson's ''flexible firm'' model). Moreover, according to Hakim (2000), the case study design can provide a holistic and in-depth understanding of a phenomenon with the use of various data collection methods. Thus, the choice of the case study design was associated with the exploratory nature of the research questions and the addition of an interpretativist approach that suggests the existence of various perspectives (i.e., organisation's, workers' and volunteers') in different levels of analysis (e.g., organisational, group and individual).

Selection of case. For the optimal external validity of the research, a multiple-case study had to be followed (Yin, 2014). However, due to the limited time for the completion of the research project, a single-case study design was selected. A single-case design, as a critical case, was perceived to be sufficient for the purposes of this research.

Selection of country. An organisation that operates in a country like Greece seems to be a critical case for the study of flexibility. This choice was made based on the contextual situations that, according to Lapido and Wilkinson (2002), create a context where flexibility is more profound. Particularly, in Greece there is a high rate of unemployment, over 22.9% since 2012 (Eurostat, 2015), of which only a small percentage receives unemployment benefits (Matsaganis, 2013). Moreover, the employment relations in Greece have gone through a vast deregulation over the recent years (Kyriakoulias, 2012).

The deregulation of employment relations is apparent in changes that have occurred in the labour legislations and regulations in Greece during the last years, in which various forms of atypical contractual arrangements, such as telework, TAW and part-time work, become more and more apparent (e.g., Law 3846/2010), the employment relations become more decentralised, especially, for issues of dismissals, overtimes and wages arrangements (e.g., Laws 3845/2010; 3899/2010; 4024/2011; 4093/2012). In particular, changes in contractual arrangements towards more atypical ones is most apparent in the Article 1 of Law 3846/2010, in which the dependent form of the employment relation is presumed from the agreement between an employer and

a worker for the provision of services or of work, for fixed-term or indefinite time, especially in the cases of payment through piecework, telework, work from home, in person, exclusively or mainly to the same employer for nine (9) consecutive months.

Even though the dependent character of such contractual arrangements and their regulation through labour legislation is recognised (e.g., precedent of the supreme court of Greece 451/2013), the boundaries are blurry regarding coverage by labour legislations (e.g., provisions on dismissals, arrangements on leaves, arrangements on overtimes) and the decision about the dependent nature of such contracts is done officially for each case by the court. On the other hand, the new income tax code voted in 2013 identifies clearly the income of written project or service contracts with one or mainly one employer as salaried income (§ 2, Article 12, Law 4172/2013).

The salaried employees with dependent employment relationship insured by their employer in IKA (Social Insurance Institute) appear to be more privileged regarding the benefits they receive. However, the insurance of workers in IKA becomes less common. This decline is associated with the Law 4254/2014, according to which those with less than 25 days per month of insurance in IKA, who have another work activity, should be insured in OAEE (Self-Employed Workers' Insurance Organisation).

When it comes to volunteering, it was found that less than 10% of the population in Greece takes part in voluntary work, compared to over 40% in the UK, Sweden, Austria and the Netherlands (GHK, 2010). Even though this percentage seems to be relatively low, what is of interest in the case of NPOs in Greece is the increase of unemployed people volunteering in such organisations (Mpourikos & Sotiropoulos, 2013). So far, there is no legislation that regulates volunteer work in Greece. Nevertheless, NPOs that operate also with volunteers need to clarify the volunteer status of such workforce, so as to avoid facing problems with the Social Insurance Institute (IKA) (GHK, 2010).

Selection of non-profit organisation. The selection of the case of the non-profit organisation was made according to the following criteria. Firstly, the

organisation had to be based and operate in Greece and, in particular, was chosen on the basis that it had started its operations- at least, the last three years of the economic recession. These characteristics were important to frame spatially and time-wise the case study. Secondly, the NPO had to be non-governmental, so as to differentiate from the state as much as possible. This choice was based on the debate about the distinction between the third sector and the public sector (Van Til, 1988; Palton as cited in Alcock, 2010; Rekart, 1993). Another factor for the choice of the case was the organisation to operate with both volunteers and paid staff. This was a basic prerequisite- for the investigation of flexibility in work organisation with different types of workforce.

The case. A non-governmental, non-profit, organisation that has been operating in Greece for approximately 10 years was chosen as the case for this study. The organisation has the legal form of an association. The head office of the organisation is located in Athens. The organisation operates mainly in the largest urban areas in Greece and, periodically, in various peripheral areas. At the time of data collection, the association was stated to have around 70 members, to be manned with approximately 150 paid staff, and to have approximately 300 volunteers. To protect the anonymity of the studied organisation, the pseudonym ''NGium'' will be used.

NGium's organisational culture seems to be based on a set of values, such as independence, non-profit, transparency, co-operation, and volunteering. The sources of the organisation come from national and international, private and public funding, donations, and subsidies. The organisation provides a wide range of welfare services to vulnerable groups, such as medical and social care services; and it does so through the planning and implementation of a wide range of prevention and intervention programmes.

Structure of organisation. The board of directors, elected by the general assembly of the association, has by law authority on NGium's administration and management. The president of the administrative board has also the role of the general manager of the organisation. Moreover, a management team works on various managerial issues related to the goals of the organisation. The management team's

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structure is both centralised and decentralised. Departments or single directors with functional managerial responsibilities, general and specific to the organisation (e.g., finance, fund-raising, human resources, programmes management, advocacy) are centralised. The operational managerial responsibilities seem to be decentralised according to the geographical criteria and according to the type of service provided.

Under the responsibilities of the decentralised management offices is the operation of various programmes through which NGium provides its services. In particular, even though NGium is an organisation that provides its services through programmes, it seems to include them in its existing infrastructure and activities. In particular, the programmes and activities that have run by the organisation frequently and repeatedly, supported by own sources or by external funds, have become ''core'' programmes and in the long-term they seem to have been taken the characteristic of line work, instead of project work.

Thus, NGium appears to have a matrix organisational structure (see Tonnquist, 2012) with both infrastructures (i.e., linear organisation) and programmes (i.e., projects). The coordination of the volunteers is done centrally by the department of HR at all levels and locally (i.e., in each infrastructure) and at the individual-, team- or infrastructure-level by one or more paid staff. Exception to this structure is the coordination of a team of volunteers that is done by a volunteer.

Structure of programmes. Every programme has its organisational structure. The general structure of the programmes involves the programme manager/coordinator, who has the wider responsibility; and depending on the nature and size of the programme, one or more group coordinators and team leaders. The programme manager/coordinator can also be the responsible for a particular decentralised office and of an infrastructure. Moreover, in large size programmes and in programmes that are executed in different geographical areas, the group coordinator can also function as the coordinator of an infrastructure.

Data collection

Embedded units of analysis and multiple sources of evidence. The conducted single-case study refers to three levels of analysis; the organisational-, the

group-, and the individual- level. This choice was based on the conceptual framework used, which embeds the two first units of analysis, and on the criticism on the framework's neo-positivist approach. Furthermore, multiple sources of evidence were used in order to develop convergence of evidence (Yin 2014). Thus, in-depth semi-structured interviews capturing the managerial/organisational and workforce perspectives constitute the primary source of data. Moreover, various documents of the organisation and other evidence about the organisation and its workforce constitute the secondary source of data. The data were gathered from the end of February until the beginning of April 2015.

Primary source of evidence.

Study protocol, pilot interviews and interview guides. Initially, a study protocol (see Appendix I) was created in order to operationalise the research questions. Their operationalisation was based on the selected conceptual framework and concepts, as well as on the reviewed empirical research. The study protocol yielded two interview guides with sample questions (see Appendix II), that were revised after the conduction of two pilot interviews.

Recruitment of participants. The invitation for participation in the study (see Appendix III) was sent by the responsible of HR through email to the members of the board of directors, to the management team and to the coordinators of the programmes and infrastructures, as well as to the person who is responsible for the volunteers. With this email, the receivers were also asked to inform the HR responsible about their interest to participate in the study for the facilitation of the process.

The paid-staff was informed about the study through the coordinators of the programmes and infrastructures of the organisation. The volunteers were invited to take part in the study via the responsible of the volunteers. The responsible of the volunteers referred to have distributed the invitation to a representative sample of approximately 120 volunteers, based on criteria such as: the infrastructures the volunteers work in, the time they have been volunteering, and their demographic characteristics. Moreover, after the recognition of the systematic presence of interns

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within the organisation an invitation was asked to be sent at a later point by the HR responsible to students that were doing their internship in the organisation at that time. The researcher received from the HR responsible the names and telephone numbers of those that had shown interest to participate in the interviews and managed to arrange meetings for the interviews with the majority of them. Additionally, participants were recruited by the researcher through the snowball sampling method.

Participants. In total 33 individual interviews were conducted, 21 with paid staff, 11 with volunteers, and 1 with a person from the board of directors. From the 21 interviews that were conducted with the paid staff, 3 of them were positioned in the functional and 2 in the operational management team, 4 were coordinating a programme's group or team. The 12 workers were not identified initially as having coordinative responsibilities; however the interviews revealed that some have some coordinative roles regarding volunteers. All the participants were positioned either in the head office or in infrastructures in the wider area of Attica. No interviews were done with interns, however limited data about work organisation regarding internships were collected through the interviews with volunteers and paid staff, who had previously done their internship in NGium.

Interview process. The interviews were conducted either at the places where the participants work or at an external office provided by the researcher. Additionally, one interview was conducted in a cafeteria. The duration of the interviews varied from 45 minutes to 2 hours. Specifically, the duration of the interviews with paid staff with managerial or coordinative responsibilities was more extended because both the organisational and the employee perspectives were investigated. In the beginning of each interview, the researcher informed the participant about the broad topic of the study (i.e., the study of the work organisation and its consequences) and about the procedure of the interview. The participants were informed about their right to decline to participate and to withdraw from the research at any time; as well as about the preservation of their and the organisation's anonymity. Then, informed consent for recording the interview was obtained. Before the beginning and at the end of the interviews, the participants were given the opportunity to ask questions and receive clarifications.

Secondary source of evidence. The secondary source of evidence was organisational documents and other documents about the organisation and its workforce. This material was either provided by the organisation or collected from NGium's website, social media page and blog, and from various sources in the web (e.g., LinkedIn). The aim was, on the one hand, to collect and review information about NGium (e.g., organisational culture, structure, programmes) and, on the other hand, to verify with additional evidences the primary source evidences and to provide complementary evidences.

Data analysis

For the purposes of this study an abductive approach was followed. According to Dubois and Gadde (2002), the abductive approach is different from a mixture of deductive and inductive approaches. It mainly refers to theory development, than theory testing or theory generation. The abductive logic is a process of going back and forth through systematically combining the theoretical framework, data sources and the analysis. This approach allows both new concepts to derive (e.g., flexible contractual and working arrangements and their consequences) and the original framework (i.e., Atkinson's ''flexible firm'' model) to be tested, not only by confirming or refuting it, but also by having the ability to modify it based on unanticipated empirical findings and theoretical insights gained during the process (Dubois & Gadde, 2002, 559).

Initially, the recorded interviews were transcribed into text. An index (see Appendix IV), based on the selected conceptual framework and concepts, was constructed. Each one of the transcribed interviews was read and the data were associated with the main thematic categories. The documents of the organisation and other sources with relevant information were read and a choice of relevant evidences was made through their categorisation to the main thematic categories.

Various analytical techniques, such as pattern matching and time-series, were used for the analysis (Yin, 2014). Initially, patterns of variation regarding the content and the duration of the contractual arrangements were searched. Patterns of variation regarding individual's relation with the organisation were searched through time in a

linear way. The patterns of variation in the working tasks, working hours, workplace, education and remuneration between the groups were searched. Patterns of links between the contractual arrangements and consequences; work organisation and consequences were searched at the organisational-, group-level, and individual-level.

The results are presented in such a way so as to stress more the identified abstractive patterns, than to portray the organisation that constituted the case of the current study. Representative extracts from the interviews are presented were possible, so as to provide sample evidences of the findings and examples of the interpretations of the participants (i.e., interpretativist approach). In these extract, in order to protect the anonymity of the participants, limited information is revealed about their demographic characteristics. For the same reason, the one participant from the board of directors was included in the management team category coding. Though, for the purposes of the study information about their status (e.g., volunteers or paid staff); and on their managerial/coordinative position is provided (see Appendix V).

<center>**Ethical considerations**</center>

This study took into account ethical issues from the beginning of the design process and throughout its execution, analysis and communication of its findings. Due to the multidisciplinary nature of the study the ethical considerations were based both on the American Psychological Association's (APA's) Ethical Principles of Psychologists and Code of Conduct (APA, 2010) and the International Sociological Association's Code of Ethics (ISA, 2001).

Informed consent

''Institutional approval'' was obtained from the non-profit organisation by providing information (see Appendix VI) about the proposed research before the execution of the research. Moreover, special care was made to ensure that individuals choose to participate in the research voluntarily, having received information about the wider topic of the research and its procedure and their right to decline to participate and to withdraw from the research at any time. Similarly, informed consent for recording the interviews was also obtained.

Confidentiality

Confidentiality and privacy were taken into consideration during the recruitment of the research participants (e.g., by contacting the potential participants via a letter that explained the study and provided them with a way to contact directly the researcher) and on reporting the research results (e.g., by keeping the participants' and organisation's anonymity and by taking care of the safety of the recorded interviews).

Debriefing

All the participants were informed about the wider research topic of the study and were given the opportunity to ask for and receive clarifications before and after the interview. In one of the interviews the data collection process was interrupted, so as to provide the participant with additional written information about the study. Moreover, the organisation and the participants were given the opportunity to become informed about the output of the research by receiving the thesis via email.

Analysis and results

This section begins with the findings regarding the contractual arrangements and the working arrangements for each workforce group, meaning the paid staff, the volunteers and the interns. These results are followed by the revealed consequences of these arrangements that are presented for the organisation and each workforce group.

Contractual arrangements

Three types of contracts were identified, project contracts with self-employed, fixed-term dependent employment contracts and ethical contracts with volunteers. Moreover, in the organisation there is another category of arrangements, these related with the internships.

Paid staff contracts. The analysis regarding the contracts of paid staff was based mainly on the evidences providing through the primary source of data due to lack of access to formal contracts and the attached documentations. The presentation of the results is done in such way to reflect both the managerial/organisational perspective and the workers' perspective. Moreover, the differences in the contractual arrangement are referred, where found.

Types of contract. In NGium the most frequent contractual arrangements are made through project contracts with self-employed individuals. A smaller number of contractual arrangements was said to be made with dependent employment fixed-term contracts. The contracts were referred to be signed by NGium and individuals regarding a specific programme each time that predefined the type of contract. According to the managerial perspective (MT2, MT4), the type of contract was referred to differentiate according to each programme's stability in the frequency of the funds/money flow; and the difficulty or not of an individual to sign as free-lancer due to professional status or pay the insurance fee due to demographic characteristics. Any exception regarding the type of contract with an individual is evaluated by the HR, the programme director and the director of finance (MT2). Most of the contracts are full-time with some exceptions of part-time contracts.

''The 95% of the employment relations are under this condition and are with project contract.''; [''The rest 5%?''] ''With IKA. There is no other way'' (MT4) [IKA= the Institute of Social Security for the dependent employment]

''In NGium most of us we are with... almost all... we are free professionals, we don't have IKA.'' (MS) [free professionals= direct translation for self-employed]

''Usually this has to do with the difficulty or the non-possibility someone has to open TEBE. But the reason why the organisation cannot support everyone with IKA is because the money flow does not allow it. So it is in the cases that someone cannot [...] or in the cases that the programme is specific and obliges for this.'' (MT4)

''From the approximately 150 that we are now, part-time [...] are maximum 7-8 [...]'' (MT4)

Thus, the type of contract seems to be a decision made mainly at a programme level and to be related with the initial proposals for funding made by the organisation or with prerequisites from the funder. Nevertheless, exceptions to the type of contract were said to be done at group level, due to professional or demographic characteristics, and at the individual level. One such case of an individual was identified within the participants. In this case the decision seems to be related with a combination of factors, such as the individual's power in the negotiation (e.g., individual's human capital), contextual factors (e.g., the programmes frequent and stable money flow) and the organisation's values (e.g., support of the vulnerable).

Content of contract. What seems to be of interest is not the type of contract per se, but the content of the contracts. From both managerial and workers' perspective, most project contracts were signed for a specific programme, but referred to have the nature of dependent employment (e.g., specific employer, specified working time, workspace and job description).

''In most of the cases it [the employment relation] is with project contract. This is because a project contract is based on a specific programme. It has somehow the meaning of dependent employment. Typically, to say, there is specific working time,

specific tasks, specific employer, these are of the dependent employment but no IKA'' (MT4)

''We appear as self-employed [...], but basically it is dependent employment with a particular amount that is given every month etc that we get paid. Meaning, we are not in IKA.'' (S8)

Arrangements regarding issues such as working time, workspace, wage and leaves, were mentioned by interviewees to be done either in the main contracts or in attached documents, such as the job description and the operational guide. Though, not a clear image could be drawn from the data about the actual content of the contracts and the way these might differ.

''Often these [workplace, working hours and work content] are referred in the job description that is attached to the contract, thus, basically in the contract''; ''When we talk about full-time, we talk for 5 days 8 hours. When we talk about part-time we talk about 20 hours per week [..]'' (MT4)

''The work must be provided in the place indicated from the organisation. The time is not, is not included in the contract. But the regulation that is given afterwards says that it is integral part of the contract you have signed.'' (C1)

In general, based on information provided by the interviewees, it seems that some issues of the content of the contracts are regulated at the organisational level by being mentioned at the operational guide of the organisation (e.g., number of working hours, days of leave, general rules of leave, minimum wage, hierarchical position within the organisation, job description of specific professions, wage scale policy, contract closure notification) or the code of ethics (e.g., general ethical principles for professionals). However, other issues mentioned in each individual's contract and job description are regulated at the programme level (e.g., duration of contract, specific rules on leave, workspace, levels of wage, frequency of payment, hierarchical position within the programme).

Some of these arrangements in the content of the contracts derive from the labour legislation (e.g., leave, compensation in case of dismissal). The labour

legislation is supposed to cover all the workers that have a dependent employment relation. Though, as it was found, the labour legislation was partially applied in the case of the self-employed workers, who on the one hand have the right for holiday leaves, but on the other side do not get compensation in case of earlier closure of their contract. The arrangements for the employees with dependent employment through IKA seem to be more strictly guided by the labour legislation and by regulations of the particular institution of insurance (e.g., compensation in earlier closure of contract, paid sick leave). Moreover, the contracts with IKA insurance require monthly insurance payments from the organisation, that is not the case for the self-employed who are responsible to pay the monthly insurance fee themselves.

The content of the contracts could differ or change in time at the individual level, this could be possible by taking into consideration, for example evidence that individuals can bargain for wage increase. Moreover, it was mentioned that for those individuals whose positions cannot be covered through a programme, their wages are paid by the organisation through other monetary sources.

Leaves.

''The days [of leave] are 21''; ''And the leave is defined by the contracts either it is a IKA contract or a TEBE.''; ''And those people who work through TEBE, those who have receipt book, when they do exclusive occupation they follow the regulatory framework.''; ''The restriction is not set by us, is set by the programme, in which they participate and is defined from the team of the programme.'' [about how many days of leave can be taken in row]; ''And it is suggested by the HR to begin taking them from the first three months'' (MT2)

''And it puts you some restrictions. It tells you: 'You should not work- let's say, three holidays per month. You can't work more than 2 weekends per month. Meaning, it has such issues.'' [regarding the employees with IKA insurance] (C4)

Wages and payment.

''The minimum that someone gets here is 1200 [euro]'' (MT1) [here=NGium]

''The payroll and the monthly wages depend and from the programme, by that meaning that when you apply a proposal for a programme you have counted and the specific salary for every worker and specific positions for the programme.'' (MT4)

''There is a scaling that has to do with the amount of responsibilities someone may have.''; ''It has to do with the position, meaning the role, it has to do with the years of collaboration and then it has to do with the programme and the possibility of each programme.''; ''I can tell you that for the very older collaborators that have responsibility positions this may rise and up to 300-400 maximum euro more-mixed.'' (MT4)

''Look the ''kids'', who we are in this programme, we are from the lucky ones that get paid once a month. In other programmes the ''kids'' get paid when the cash flow comes for the ministries and all these. It can be that you have 4 months to get paid and at a point to receive 4 months salaries.'' (S10)

''From private sources''; ''Donations, funds that are ear-marked. [...] But there are some donations and funds that are not ear-marked, are donors [...]. From there gets funded the human resources that can't work in a programme'' (MT2)

''[...] I found out- I didn't know it, that you can ask to take some more money.''; The organisation has a reserve in any case. If they consider that you worth to be given what you ask, they do it.'' (S3)

Closure of contract.

Regarding the contract closure, it was also mentioned (MT2) that there is a paragraph in the contract in which the paid staff agrees on providing a notification one month before they leave their position; and their last salary will be kept until they will hand-over and write a passing paper. The organisation's obligations on the other hand differ regarding the type of contract someone has.

''When someone is in IKA we compensate him/her, when we end the contract- when we dismiss him/her. In OAEE is such the employment relation that is not needed. (MT2)

Apart from those contractual arrangements that suggest clear regulations, a statement was mentioned by a managerial source to be included in the job description. With this statement the agreed work tasks and working time give the possibility to broaden by including the participation of the workers to urgent needs, according to their coordinator, as well as to events. This statement was also mentioned in some of the interviews with the paid staff.

''[...] is attached to the job description and is referred to the tasks that [the staff] participates in at any urgent need may occur- urgent, according to what the coordinator will define every time... in workshops, in events [...]'' (MT4)

''At the same contract what it is said, if you see it typically, is that you are obliged, you have to be any time and [in any] place indicated from the organisation wherever needed.''. (MS2)

''The contract says too many things. It includes and the voluntary part, meaning even though you will be a worker etc. It includes, so to say, and activities that, may be, so to say, outside the working time etc.''. (S11)

Duration of contracts. The duration of the contracts of the paid staff vary according to the duration of the programme someone is contracted for. This was said to vary in NGium from 6 months up to 28 months.

''It depends on the programme, meaning there are programmes that have 6 months duration, I think is the shortest, until 18 months. But there are programmes that have yearly duration, but get renewed. [...] Until 24 [months]. Wait. We have a programme with 28 months duration.'' (MT4)

Moreover, the renewal of the contracts depends on the renewal or extension of the programme. This can be up to around 3 years in the case of the paid staff that participated in the interviews.

'' [...] the last [years] now I'm here in NGium''; ''The programme started for a year, continued for another and we took in the end and an extension for a third year'' (S10)

The duration of a contract could be affected by changes in the amount of funding. In such cases, downsizing or staffing of extra workforce is done. The downsizing was referred by a managerial source to be based on the evaluation of each individual's performance by the managerial team.

Workforce is often recruited from the existing pool of workers whose programme may end, by volunteers or interns. In some cases, a contract may last less than initially planned, due to a dismissal or voluntary exit of a worker.

''Of course, priority have the people that have been in the organisation and, especially, those who have been evaluated and very positively''; ''because they are the capital of the organisation. [...] You don't want to lose the people, to whom you believe in'' (MT1)

''From the pool. This is a fortune. So you don't lose time for someone to get into the organisation and lose valuable time. S/he knows the organisation, s/he doesn't start from zero, s/he knows the alfabet'' (MT2)

Moreover, the continuation of contractual arrangements with the same persons were found to refer in some cases to other programmes that focus on different vulnerable groups; to different jobs, such as moving from the provision of social services to the coordination of a team of workers or part of a programme; and in few cases to change type from fixed-term dependent contract to project contract.

''[...] I got into a programme here, I started working and now I am two and half years.''; ''Not in the same programme. It ended in [specific month] the one programme and then got into another [title of programme]'' (S1)

Additionally, one of the interviewees referred that there are cases of paid staff that have been working in NGium for more than this. This information was confirmed through secondary source of evidence. However, the difficulty to continue working in the organisation may be related with the change in the needs of the individuals for consistency in their income.

''I know collaborators that are much more years than I [2,5 years] and they continue and their intention is to continue. [...] Most frequently a collaboration may end

because there is no funding or because the conditions of life are such that the money flow is not bearable'' (MT4)

Psychological contract. Apart from the formal written contract, there is also the psychological contract that is reflected in the expectations of the organisation from the workers to use their typical qualifications for the undertaken job and their non-typical qualifications, so as to participate actively and to respond reflectively to needs. This expectation is reflected in the following statements of two managerial sources. The way this expectation is perceived by the paid staff is presented at a later point, as it derives from the responses of the staff in the working arrangements.

''When it comes to the paid employment relation, there is a specific profile for each position that opens. So there are specific tasks and there are specific prerequisites, [one] must cover potentials and skills someone so as to begin the collaboration. But there is also a profile of non-typical qualifications that is needed practically from all and has to do with the participation in a voluntary organisation and participation in the field that has specific characteristics. So to say that none position is much closed in boxes, and the doctor will carry [things] and the president of the organisation will be in an event and distribute leaflets. [...] This is a sum of non-typical qualifications a man needs to have to be here.''; ''All the paid staff we are and volunteers- that is what I mean with the non-typical qualification. Of course and we are not in a working time schedule and of course we understand very much the need for the coverage of needs like these. We do not oblige anyone, but practically and the paid staff and the volunteers perceive voluntarism and the coverage of the needs a very basic thing, thus there is response'' (MT4)

''No. It is not in their responsibilities [to clean]. But one gets very angry, when there is no reflective... when a reflection in the team hasn't been developed. [A reflection] that would say ''Ok, I'm done. It is still early. Do something to close and leave''. (MT1)

Volunteers: Ethical contract. The volunteers on their part sign an ethical contract. According to a managerial source, ''[the ethical contract] is basically the verbal agreement of the volunteer and the organisation in written'' (MT4).

Content of ethical contract. In this document the volunteer agree to provide voluntary services in a particular infrastructure or department of the organisation for a specific period, days, and hours- the last two only if it applies, without any demand for compensation. The volunteers, in the ethical contract agree also on a number of statements, among others to participate in urgent interventions (if required by their profile) according to the coordinator's guidelines on the provision of their services; and to actively participate in events and in some collaborative programmes with other organisations and in the promotion of the organisation in the media.

Attached to this ethical contract were referred to be the organisation's operational guide and the principles of ethics and the job description. This document refers generally to those occupied within the organisation without differentiating between paid staff and volunteers. The principles stated in this document have a strong orientation towards professionalism (e.g., the provision of the services to be done within the context of the professional practice) and refer to the expected behaviour towards the beneficiaries, the colleagues, the organisation, and the society.

The organisation is stated to provide an introductory education about the organisation, description about volunteer's position and the role, continuous supervision and education, opportunity to acquire experience and take initiatives in the field of specialisation of the volunteer, to participate in a team of professionals and opportunity for two-ways evaluation. Moreover, the organisation is stated to provide recognition and promotion/projection of volunteers' contribution to programmes, to give opportunities for mainly sponsored participations to seminars etc, that refer to volunteers' professional profile and the needs of the programmes they participate. Furthermore, there is a statement that the organisation provides a certificate of experience.

The above findings suggest that the ethical contract is signed by the organisation and each individual volunteer. Some regulations are arranged at the organisational level through the attached document of code of ethics that refer to everyone within the organisation. Other regulations are arranged at the group level of the volunteers through the general statements of the ethical contract that all the volunteers have in common (e.g., notification of contract closure, minimum time to volunteer), or at the group level of specific work positions/professions that share a

common job description. The arrangements about the maximum duration of the ethical contract, the specific working time and workspace, as well as the assigned job are done in a more personalised way with each individual volunteer. What seems to differentiate the ethical contract from the contracts with the paid staff is that the ethical contract is signed regarding an infrastructure or department of the management of the organisation and not regarding a particular programme, as done with most of the paid staff. However, both the ethical and the paid staff contracts refer to the participation to urgent and event activities.

Duration of ethical contract. A minimum period of approximately two-three months volunteer work is defined by the organisation. However, depending on the nature of some positions this period can be longer. From the organisation's perspective, this period is required before a volunteer begins providing results. Most of the volunteers renew their ethical contract once more and stay up to six months. Some volunteers may stay for more than a year. The volunteers that participated in the study referred to have volunteer from two months up to three years.

''Ok there are and exceptions [...]. But usually we ask for three months availability. With the meaning that a minimum of occupation is needed until someone to be integrated, to adjust, to get to know us, to see, to take responsibilities and to have result.'' (MS1)

Psychological contract. NGium seems to have the expectation from the volunteers to be consciously involved and committed irrespective of their motivation. The participation to the extra activities was expressed again as an expectation of the organisation from the volunteers, but its non-obligatory character was stressed.

''What we ask is [...] to have the motivation and to match their philosophy with the philosophy of the organisation. To be present here, no matter what the motivation is, to be consciously in the organisation'' (MT4)

''And there are also the extras. These refer both to the workers and to the volunteers and have to do with workshops, events, and there nobody is obliged [to go], it is in the availability of every volunteer'' (MT4)

Generally, in the interviews the volunteers focused more on their responsibilities (e.g., commitment and consistency) and less on the obligations of NGium towards them. Their participation to events and other activities was perceived more as an option, than as an obligation. When referred to NGium's obligations the focus was on the feedback and, in some cases, on the certificate they will receive by the end of their contract.

''[The ethical contract] is I think something like a contract. It tells you your rights and your responsibilities. It stresses the fact that it is volunteerism so as not to have misunderstandings from both sides. It puts you some limits, such as not to leave without informing nobody or stop doing the job, that you are supposed to do, without a reason. On the other [hand] it stresses that you have the right to resign, if you want to.'' (V1)

''They tell us that it would be good, not obligatory, to participate and in other activities... but it is not like an order, like a rule... It is just that I would like [to participate], when and if I have time. And it is good, I think.'' (V1)

''And that in the end, when the contract will end and the contract will expire, I will receive an evaluation, but that I must evaluate them as well.'' (V4)

''Also it [the ethical contract] was saying that they will give you a paper that will say that you have worked voluntarily for that long'' (V6)

Internship arrangements. There is a continuous presence of interns in NGium. Even though, the interns have different educational backgrounds and the length of their internship may vary, they can be seen as another group of workforce of the organisation that share the same status, in comparison to the volunteers and the paid staff. The evidences about the internship arrangements are limited and come either from the management team or from paid staff that have done their internship in NGium. Such arrangements are made among three actors, the university, the organisation, and the student.

''Our papers were given to us by the university. We [students] were bringing them here. They [the NGium] were signing them; we were signing them; and then we were returning them to the university. The university has kept them.'' (S1).

The internships may be optional or obligatory and vary in duration depending on the curriculum of each educational programme. In some cases, they last 3 months, 6 months, up to one academic year. In some cases, the student may have the opportunity to choose a number of placements of their preference, but the final decision is made by the university. In other cases, the students can choose by themselves the placement of the internship. Moreover, the interns ''[...] may get paid with a small amount depending on their university and department, but not from NGium'' (MT4)

Multiple asynchronous relations. Apart from the renewals of the contractual arrangements of workers at the same programme or at another programme, it was found that individuals may relate with NGium by switching between different types of contractual arrangements through time. The main patterns that were identified are presented in Table 1, followed by few sample extracts from the interviews.

Table 1. *Changes in type of contract through time*

Changes in type of contract	Time		
	Starting point	In between	Interview point
Pattern ''towards project contract''	Fixed-term dependent employment contract (IKA)	Project contract (OAEE)	Project contract (OAEE)
Pattern ''intern-volunteer''	Internship arrangement	(continued)	Ethical contract
Pattern ''intern-paid''	Internship arrangement	(continued)	Paid staff contract
Pattern ''volunteer-paid''	Ethical contract	(continued)	Paid staff contract
Pattern ''intern-volunteer-paid''	Internship arrangement	Ethical contract	Paid staff contract

Pattern			
Pattern ''interchangeably volunteer-paid''	Ethical contract	(interchangeable switch)	Paid staff

Pattern ''intern-volunteer-paid'.'

''The summer and after [the internship] I continued [number] months voluntarily. Before I left a proclamation was posted for a programme, I applied, I passed the interview and then I left. Later, I was notified that I was chosen and I returned.'' (S1).

Pattern ''interchangeably volunteer-paid''.

''I have been before in a programme, [...]. Then again voluntarily, then again [with] a programme. Depending if there is a programme or not. However, I continue- of course in another rhythm as a volunteer, in another rhythm as a worker.'' (S7).

Pattern ''volunteer-paid''.

''[...] the facts have changed, because they called me [...] and they suggested to me a position in NGium. This has to do with a second [infrastructure], as said to me by the HR, [...], and to go and work in there.'' (V8).

Working arrangements

Paid staff. Various patterns of flexible working arrangements were found. The main findings are summarised below in Table 2. In particular, the table presents some of the identified patterns together with their main characteristics. The most relevant patterns to the research questions are explained under the table together with samples of evidence from the interviews.

Table 2. *Patterns of paid staff's working arrangements*

Pattern	Characteristics
Relocation	switching between programmes switching between management departments switching from a programme to a management department

Rotation	doing shifts in some generic positions
Multitasking- generic job profile	having generic job profile
Multitasking- working and for other programmes	working and for other programmes within the job profile in the same infrastructure, not only for the one contracted
Tasks outside job profile	doing tasks outside job profile, but within infrastructure
Urgent and occasional extra tasks	working urgently and occasionally outside job profile in other infrastructures
Participation to events and activities	taking tasks within job profile, but outside programme
Overtimes	staying extra at work, taking work home
Flextime	coming later, leaving earlier or taking a day off
Educational leaves	receiving educational leaves
Shifts	working in shifts differences in scheduling between project contract workers and dependent relation employees
Mixed organisational structure	having a hierarchical organisation for functional issues and flat organisation within working teams for operational issues
Composition of cross-disciplinary teams	creating teams of workers with diverse educational and professional background
On-the-job training	following an older collaborator, receiving guidance from coordinator
Sharing information for educational activities	sharing information for educational activities within or outside NGium
Lack of systematic professional supervision	lack of systematic professional supervision in social care services
''Staff volunteering''	volunteer by working extra or and doing extra work tasks

Relocation. Some cases of relocation of individuals were identified in both sources of evidence. These referred to relocations between programmes, between management departments and form a programme to a management department.

''An internal relocation was done [...]. It was a domino a bit odd.''(MS2)

Rotation. Four different rotations were identified from the data that are used for the staffing of some generic positions, within three different infrastructures; and for the staffing of two positions in a programme. For example, at the infrastructures the workers from different programmes share in rotation the position of the reception. For the needs of a programme, two teams of workers share in rotation the call centre.

Multitasking- generic job profile. The generic job profile facilitates multitasking. Thus, a worker with a generic job profile, irrespective of their profession, involves in multiple tasks outside their specialisation. For example, the health professionals' job profile may refer generally to the provision of health care services and not only to the provision of a specialised health service. Similarly, professionals with education in various fields of the social sciences provide social care services and not specific services related with their professional profile. The generic job profile refers to various groups of workers who are assigned to diverse programmes within the organisation.

Multitasking- working and for other programmes. It was found that workers that are contracted for a particular programme work within their job profile also for other programmes in the same infrastructure. This was said to be the case for groups of workers and for individual workers.

''In [name of infrastructure] all of us participate in all the programmes. I wasn't doing anything more than the normal.''; ''[We were doing] everything we were doing before and in addition the programme. This is how it works with all the programmes here.''; ''[...] Everyone has responsibilities in a programme, but basically we all participate in all the programmes'' (S1)

''Meaning that one who gets paid to do the communication for the [name of funder], for example it may be broader and do communication and for two other programmes of the organisation, for which there is no... Yes, this happens.''(MT2)

Tasks outside job profile. Some workers are doing extra work tasks outside their job profile within their infrastructures. They undertake the responsibility to

coordinate volunteers or supervise interns- especially those workers with a professional profile, and, in the case of need to provide help to the support staff. It was also found that some workers in specific programmes located in the central offices of NGium support departments of the management by taking tasks. Some of these extra tasks are done within the working time or and extra from the regular working time. This was found to be done at the individual level.

''The support staff, because of its skills can't do another job [...] All the others share a part. [...] The most have been done by the social scientists'' (MT1)

''I will do and other things in NGium. I will go and help in the [a department of management] [...]''; The other day I stayed until [time] in the evening to help ''a girl'' finish [a work task for a department of management not related with the worker's job profile and programme].. since she is new here and wanted me to show her. But... ok we all do various things here in NGium'' (S10)

Urgent and occasional extra tasks. It was found that workers of various programmes go to other infrastructures to cover the rotation positions or help with some tasks that do not require typical qualifications in case of urgent needs. These tasks seem to be outside the job profile of the workers, but are specific to the organisation. These tasks were done most of the times within and sometimes outside the working hours at the individual level and at group level. For example, it was mentioned that workers cover in shifts the rotation positions of other infrastructures (e.g., reception), help with simple tasks (e.g., transfer data to the computer) or cover shifts of positions of the support staff.

''Generally, it is a state of flux a bit, meaning that wherever there is need we will cover it''; ''When the infrastructure [...] had opened until all the staffing processes... and until it was staffed with people etc, we were going within our shift.'' (S4)

''Sometimes when we have workload, it has happened sometimes that colleagues from other infrastructures of NGium have come to help with something. And, respectively, we have been needed to help. But this is done in special situations, if a difficulty has been resulted in some programmes. There is a small transient relocation of workers.''; ''Within our own working hours. Instead of coming here, we were

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going there''; ''Similarly, in [name of infrastructure] in periods that something may happen to a [title of job] and can't go and [specific work task]. Someone from us may go to help a bit with the [specific work task] either in an extra hour or within the working hour. Things that are easy to be done by someone.'' (C2)

Participation to events & activities. Many interviewees with the status of the paid staff, mentioned that they participate to events and other activities, such as yearly activities organised by NGium. This participation was found to be mainly outside the working hours, although they can happen also within the working time.

''Or to choose to participate in various communication events of the organisation. The Saturday we had the [type of activity]. This was not a responsibility, a role. [...] But this is not a shift, it is not an overtime. It is because they wanted. They wanted to go and [specific behaviour] and because their organisation participated, they came and the workers and the volunteers.'' (MT2)

''It is the [name of yearly activity] that demands several hours. But it is for one week per year, that can be 20 hours extra- let's say, in the week, extra of our working time. Then, within the whole year it is to go to an event every three months or a Saturday to be there for few hours.'' (C2)

''Because I do many things outside the typical working time, for example an event that happened on Saturday [...]. They might ask you to do a presentation, to keep the minutes. This can't be counted as overtime in an NGO'' (MT3)

Overtimes. Some interviewees said that periodically they work overtimes from the workplace or and from home.

''The work from home is not statutory, apart from the extras, that I told you. Meaning things that we don't have enough time to do here, and I may not have time to stay more, I may take them and work a bit in the weekend. But this not in replacement of the working time.'' (C1)

Flextime. The workers that participate in an outdoor activity of a programme that takes place in the evenings, they take off these hours either the next day or add them and take off a whole day. A similar practice was mentioned to be done for an

evening position that is done in rotation from the teams of workers of a programme. In this case it was mentioned that they take off this hours the same day by coming later at work. The flextime was found to apply only in these two cases that request some workers to work outside the regular time schedule.

‘‘You can say: Look yesterday I did 3 hours in the [title of programme/activity] tomorrow I will come 3 hours later. But you can say that: I don't want and I will stay to do 3 times [title of programme/activity] and will take a day off’’. (S4)

Educational leaves. Regarding the arrangement of the working time, it was mentioned that the organisation supports the workers to correspond to their educational needs. Moreover, the workers support each other on that by trying to arrange the workload or the shifts according to each others' needs.

‘‘There are many workers of NGium, who during their action within NGium, have been encouraged to do postgraduate studies or to complete their studies. We have given incentives, leaves.’’ (MT2)

‘‘It is not only asked by the workers to be flexible. The organisation has been very much flexible with all. I want to say that this is a mutual contract. [...] if you need to take exams, there is the space and time to do it; to follow lectures... and everyone's schedule will be adjusted, so as to be able and you to cover your lectures and this to be repeated not only for one, but for everyone.’’ (MT1)

Shifts. It was found that one of the infrastructures that is open also during evenings and weekends operates with shifts for some groups of workers, but not the administration personnel. The workers with project contract was said to be more flexible regarding changes in the shifts' schedule, than those with dependent employment (i.e., IKA) for whom a three months planning is required and restrictions on the maximum numbers of working holidays is set.

‘‘There are some persons who work here, for whom the schedule is more inflexible-meaning, whatever is stated in IKA this is it. For the rest who are with TEBE changes and rotations are done in the schedule.’’ (C4)

Composition of cross-disciplinary teams. The social services are provided by teams of professionals with diverse educational backgrounds, professional profiles and work experience. For example, such diverse teams were found to be staffed with a mixture of social workers, psychologists, sociologists, anthropologists. These workers share the same job profile. Evidences provided by some workers suggest that these teams do not work as a multidisciplinary working team, rather than each one takes the responsibility of a beneficiary irrespective of their professional background and needs the beneficiary may have. It was said that they share their specialised knowledge and experience in frequent team meetings and informal exchange of information. The composition of a cross-disciplinary team was said by a managerial source to be done based on the needs of the focus group of a programme and by another managerial source based on the holistic approach of the organisation (e.g., provision of services, researching, advocacy).

''Another part is done by a social worker and another part can be covered by a psychologist. And especially in a new infrastructure it is good to have a composition that you can't define it numerically necessarily'' (MT1)

''To start with the programme is written so as to respond always to the needs of the focus groups. [...] Over there we put the optimal constellation of professionals, who as a cross-disciplinary team will be able to go one step further and achieve the milestones that we have set for this programme'' (MT2)

''It is not a matter of decision; it is a matter of functionality. It has to do and with the approach that the organisation has- the holistic. [...] So all together we work as a team.'' (MT3)

Mixed organisational structure. The way decisions are made suggest that NGium has a hierarchical organisation, but in parallel a relatively flat organisation exists at the team-level. Even though there are some programme, infrastructure and team coordinators, who make decisions, there are many things especially about the work share that are decided within teams. For example, tasks that were referred to be split among the personnel are the composition of the monthly reports within the working teams and the responsibility and coordination of volunteers.

''There are two different decisions. The one is about the programmes that are decided from the headquarters by taking into consideration and my feedback. [...] But the daily things have to do with a decision that is made jointly and from me and from the coordinators about their services. But I have the last word and if I disagree and for the best coordination and the best economy of space and time I decide. But I prefer that it will be the outcome of the team than to be my own decision.'' (MT3)

''Yes, there is greater responsibility and there is a lot of initiative. Generally, I will move a lot according to proposals that is very rare not to be accepted. It has been given to me great freedom, for example [...] on the way we will administrate the volume of the people that may come, the tools that will be used [...].'' (C1)

''The activities are more or less specific. Now with the other ''kids'' some things we make them tailor-made because some processes that weren't initially specified [...]. But not on my own, mainly in the team... how we will make everyday life easier''; ''Besides the clear roles of each speciality, the everyday [issues] we arrange them with each other''; ''The organisation chart is a bit ambiguous'' (S10)

On-the-job training. The organisation was said by a managerial source to provide in the beginning on-the-job training to the new workers by older staff. Then supervision and guidance was said to be offered by the coordinator of the programme.

''Usually it [on-the-job training] is done by going together with an older collaborator in the beginning so as to be able to get into a process and see all the theoretical issues how are done in practice. And always there is and for the old collaborators the coordinator of each programme who provides and the supervision, let's say, and the guidance and the solving of issues.'' (MT4)

Sharing information for educational activities. The workers referred on receiving information about educational activities (e.g., seminars, workshops) that take place within the organisation or outside to another agency. Most of the times these activities are either for free or their fee is covered by the organisation through sponsorships.

Lack of systematic professional supervision. It was found that the professionals of social sciences that provide social care services to various vulnerable groups do not receive systematically professional supervision. For a period they were having professional supervision, but this does not incorporated to the way work is organised. Instead of professional supervisions, the workers receive consultation and coordination by the infrastructure or and programme coordinators in weekly team meetings.

‘‘Generally, there is nothing for the burn-out and I think that the other infrastructures are much more 'light' in comparison with ours. We have requested and very strongly for supervisions to be done. We are all 'thirsty' for supervisions. We have done and a big meeting with the people in high responsibility. They refused it because it can't be covered economically.'' (S6)

‘‘I do the supervision, because I work here. But the supervision should be done from someone who has a distance. However, we do meetings every week.'' (MT3)

‘‘Now [...] what mainly worked most positive was the period that existed systematic supervision, especially for [infrastructure].'' (MT1)

‘‘Staff volunteering''. The paid staff referred to provide volunteer work as well as paid work. It was found that the workers differentiate in terms of the work that they provide voluntarily. Some perceive to volunteer work with the tasks that are not related with their job profile, some other with their participation to events, activities or other programmes and other with the work tasks that are done outside their regular working time. Nevertheless, it is vital to stress here that some participants mentioned that working extra or doing extra tasks cannot be perceived as volunteer work, but as part of their work in a NGO. By moving beyond their meaning and by following a positivistic approach, all these behaviours as an output can be merged and referred as ‘‘staff volunteering'', because they refer to work done outside of the regular work and is done without monetary return. However, the boundaries between voluntary work and regular work are every time defined at the individual level.

‘‘I may act and voluntarily. Tomorrow, for example, I have [name of task]. Normally I don't work'' (S2)

''I have worked- but more voluntarily, in a programme. And ok in various voluntary activities that we have I follow them.'' (S10)

''I perceive them as a part of my presence in the organisation, of which I champion its causes. With the meaning that I do it consciously, I think it is logical to participate somehow in a NGO.'' (C2) [them=the extra activities]

''I feel this, let's say, for example that if you were working Sundays it would have been extra. Here, so to say, they tell you 'it is important to be done'. I perceive this as 'it is important to be done and you will come'. You do it voluntarily, but in a way it is not your choice. So how much voluntarily is it?'' (S)

Volunteers. The main patterns on the way work is organised for the volunteers are presented below in Table 3. Then these patterns are explained together with sample extracts from the interviews.

Table 3. *Patterns of volunteers' working arrangements*

Pattern	Characteristics
Covering needs	covering the needs of the various infrastructures and departments
Adding new services	adding new activities and services by taking initiatives
Staffing strategy	staffing positions with volunteers with and without formal qualifications (e.g., no need for formal qualifications if a license is not required) matching volunteers' interests with organisation's needs
Boundaries in working arrangements	having work with specific and limited content, working time and workplace having no obligation to participate to events
Less responsibility	having less responsibility than the paid staff
Mixed organisational structure	receiving general guidelines and rules having freedom to organise work or

	content of work
Receiving education, training and information for educational activities	participating to introductory seminar
	on-the-job training
	getting emails about various educational activities within or outside NGium

Staffing strategy, covering needs, adding new services. The jobs the volunteers undertake are mainly related with the existing needs of each infrastructure or management department that are reported to the HR. The HR often searches for volunteers with specific qualifications through volunteer position announcements. Though, some new tasks and activities might be suggested and undertaken by the volunteers. Thus, new services are added in infrastructures or the management departments that enrich the provided services. In general, the organisation was said to match its needs with the interests of the volunteers.

''When it comes to the volunteers this is not from the beginning, for instance there are specific needs that we may announce outside that require specific qualifications [...]. But everyone can come, independently of typical qualifications, and use their typical and non-typical qualifications.''. (MT4)

''There where we see that there is a need. We see what we can cover ourselves with the workers. This part... the rest from the volunteers.'' (C4)

Boundaries in working arrangements. The general finding is that the work provided by the volunteers is more specific and limited regarding its content, its working time and the workspace that is provided. The volunteers referred to work one to three times per week and from 2 to 10 hours in total.

''On average one to two times per week they [volunteers] come.'' (MT4)

In particular, it was found that the volunteers either share shifts of a particular position, or share the workload of a particular task or undertake a job individually and work on that relatively independently. Moreover, from a managerial perspective the volunteers usually do not participate to events, unless their volunteer work is

especially provided at the communications department of NGium. This finding was confirmed from evidences provided in most of the interviews with the volunteers.

''Usually they don't respond to anything more than what they do. They come focused... they do their job and leave. It is not so much... they don't participate that much to activities, to the supportive ones.'' (MS1)

These boundaries seem to become loose in the case of individuals that continue voluntarily in NGium after their internship. In these cases, more flexibility regarding the working time arrangements was found; and the total amount of hours and number of days were found to be more than those previously referred. Evidences on this were found in two interviews.

''I don't remember very well how many hours, but there were many. I was coming every day- but not for 7 hours. I was breaking it in 6 hours and one day I wasn't coming''; ''It wasn't standard. There was the case to become [the working hours] 8 hours, if there was a need in the infrastructure and the next to be less hours. We did it like this to be more flexible'' (S1)

Less responsibility. Moreover, the volunteers are perceived to have less responsibility in comparison to the paid staff regarding their work.

''The volunteers don't have responsibility''; ''When [the volunteer] goes to an infrastructure, there are workers, who have the responsibility for the volunteers depending on the scope of their work'' (MT1)

''Because s/he is a volunteer, you can't give them responsibilities that a worker has [...]'' (S1)

Mixed organisational structure. Even though the volunteers have paid staff to coordinate them and are given general guidelines about how to do the work and some rules about their behaviour towards the beneficiaries, many interviewees referred that they have been given the freedom to take initiatives on how to organise their work.

''[We had] very general guidelines'' (V4)

''They gave us the freedom of movement on how to organise it, according to how it is more convenient for us and how it suits us.'' (V2)

Receiving education, training and information for educational activities. The volunteers before signing their contract participate in an introductory seminar. In an approximately six hours experiential seminar, among other things they get informed about the infrastructures and their needs for volunteers, about the values of the organisation and refer one or more positions they would be interested to volunteer in. When assigned to their positions, depending on their position, they might get on-the-job training. Moreover, the HR department forwards to them information about various educational activities that take place within or outside NGium.

Interns. The main patterns about the identified internship arrangement are presented below in Table 4. Information about these patterns is provided together with evidence from the interviews.

Table 4. *Patterns of interns' working arrangements*

Pattern	Characteristics
Multiple tasks and focus on a task	initially passing through various generic positions
	eventually assigned to a particular position
Boundaries in time and place of internship	universities having the ability to specify hours and days
	arrangement of location of internship according to internships educational needs
Inviting interns to participate to events	interns receiving emails to participate to events

Multiple tasks and focus on a task. According to a managerial source (MT3), the interns are assigned to work tasks according to their studies, the level of their studies and according to the duration of the internship. Generally, it was found in evidence from three interviews that the interns pass from various positions within an

infrastructure to observe and then they are assigned to a particular position. Those interns of social sciences who do six months internship are treated similarly to the paid staff. Those who have a two month internship have a more supportive role to the social services and the needs of the infrastructure.

''The 'kids' that do their six months internship are as paid professionals. Of course we know that they are into an educational phase so it is something in combined and they get trained and they work'' (MT3)

Boundaries in time and place of internship. The weekly hours the interns will be in NGium are predefined by the universities. In some cases the days are also defined by the university. The sum of hours varies from 12 hours up to 40 hours per week. According to a worker and a volunteer that had previous done their internship in NGium in two different infrastructures, the schedule of the internship was arranged according to the restrictions from the universities, the needs of the intern and the needs in NGium's infrastructure.

''The university then had defined 20 hours per week and we were arranging our programme according to this''; ''[...] both with the needs that existed here [in NGium] and the needs we had for our courses at the university. But it was flexible, meaning if someone couldn't that day, there could be done a change.'' (S1)

Inviting interns to participate to events. Additionally to their tasks, the interns receive invitations from NGium to participate actively to events. Their participation appears to be optional.

''[We were receiving emails] as well as for the events and the kiosks of NGium to which we could go and inform the people. (V6)

Consequences

The way work is organised through the contractual and working arrangements has different consequences for the various actors within NGium. Here, it is vital to stress that many consequences seem to be the output of the coexistence of various arrangements. By following also an interpretativist approach, interviews' extracts are provided as samples of participants' perceptions regarding these consequences.

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Consequences for the organisation. The main consequences of contractual and working arrangements for the organisation are summarised in Table 5. Numerical, functional and financial flexibility seem to derive as consequences of various combinations of arrangements.

Table 5. *Consequences of contractual and working arrangements for the organisation*

Consequence	Arrangement	Interviews' extracts
Ability to run programmes irrespective of frequency of money flow	Signing project contracts	''Generally, the organisation prefers not to have IKA, because if the funders delay to give the money, the organisation can't pay the insurance fees. But with the TEBE you have the possibility to run the programme. (MT2)
Ability to keep running programmes and activities without or with limited funding	Dependent employment nature of contracts and contractual statements about participation to urgent needs and events Staff working and for other programmes Staff multitasking- generic job profile Doing urgent and occasional extra tasks Flextime Staff volunteering Having volunteers	''There are these [programmes] that don't have funding. [...] The organisation will keep running them.''; ''[...] we were ''extracting'' personnel from the other programmes to cover [them]'' (S3)
Ability to respond to workload fluctuations	Dependent employment nature of project contracts or the statements in contract for participation to urgent needs and events	''Sometimes when we have workload, it has happened sometimes that colleagues from other infrastructures of NGium have come to

	Urgent and occasional extra tasks	help with something'' (C2)
	Staff volunteering	
	Rotation	
	Overtimes	
Ability to adjust to staff absences	Dependent employment nature of project contracts or the statements in contract for participation to urgent needs and events	''Generally, NGium has this mentality, ''everyone-everything'', in case something happen to someone and leave, to have the others relation with this programme so as to be able to continue.'' (S3)
	Multitasking- generic job profile	
	Working outside job profile	
	Rotation	
	Urgent and occasional extra tasks	
	Staff volunteering	
Ability to save in recruitment, hiring and training costs	Multiple asynchronous relations	''From the pool. This is a fortune. So you don't lose time for someone to get into the organisation and lose valuable time. S/he knows the organisation, s/he doesn't start from zero, s/he knows the alfabet'' (MT2)
	Relocation of staff	
	Contract closure clause: Hand-over and write a passing paper	
	On-the-job trainings	
	Sharing information for educational activities	
Ability to enhance productivity and innovation	Mixed organisational structure	''Volunteers that came and left their own mark and gave and their own 'colour' in the operation of [infrastructure] and highlighted perspectives, that we couldn't even had imagined in the
	Cross-disciplinary teams of workers	
	Volunteers adding new services	

beginning'' (MT1)

Ability to reduce employees' workload	Volunteers covering needs Having interns	-

Consequences for the paid staff. There are some consequences of the working arrangements that are common for the paid staff irrespective of the type of contract. However, other consequences are specific to the characteristics of the type of contract. The Table 6 below highlights the main consequences that refer to both workers with contractual arrangements and with dependent employment contract at the group level. Sample extracts from the interviews are also presented, where available.

Table 6. *Consequences of contractual and working arrangements for the paid staff*

Consequence	Arrangement	Interviews' extracts
Ability to get broad work experience	Multitasking- generic job profile Rotation Multitasking-working and for other programmes	''The fact that I was in [infrastructure] in rotation has given me lots of experience and know-how in things. There are many issues, that if I wasn't there and wasn't doing this rotation, I wouldn't have the possibility to get to know them.''(C3)
	Composition of cross-disciplinary teams Mixed organisational structure	''And the communication with the colleagues gives me...I feel that helps me with very much in my development as a professional and as a human. The fact that I am in a context that I have the possibility any time to discuss, to see what the others are doing, to take more

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		things. Yes, there is a lot of interaction.'' (C2)
Having the risk for burn-out	Multitasking- generic job profile Rotation Multitasking - working and for other programmes	''Yes ok because this thing burns you a bit. Meaning that it is good once you have got a good 'dose' of experience to leave and occupy by focusing on one part.'' (C3)
	Lack of systematic professional supervision	''Generally, there is nothing for the burn-out [...] We are all 'thirsty' for supervisions'' (S6)
	Participating to events Overtimes Staff volunteering	''Because I have and so much work and things that are in process, sometimes I feel that I want to take a distance. And when I can't take this makes me tired. And then I say... to participate, to participate but because you want it and for the good, but sometimes in some cases it is not your choice.'' (S)
''Anti'' burn-out	Urgent and occasional extra tasks	''It was a break for me. [...] It had nothing to do with the tension and the workload here.'' (S6)
Job insecurity	Fixed-term nature of contracts	''Until when you will have job [...] full insecurity'' (MS1)
Job satisfaction	Mixed organisational structure	''Many times it is nice to exist an organisational structure, but when

		things are more lose and if you have had too much of organisational structure, you like it. Without taking advantage of it like impunity... 'I do what I want'. It is just that some norms that do not exist, it is good that they don't exist.'' (S10)
	Multitasking through generic job profile Mixed organisational structure	''I like that it is not imposed to me to get in a 'box' and I can be myself, within the framework of my role, but to form it and to have initiatives.'' (MT4)

Consequences for paid staff with project contracts and with fixed-term employment contract. The main differences in the consequences of contractual arrangements for the paid-staff with project contracts and for those with fixed-term employment contract are presented below in Table 7. In general, the workers experience insecurity for a number of different arrangements. Though, it was mentioned that the income from the project contract with NGium gives security in comparison with the alternative to work as self-employed. It is vital to mention that individuals differed on their perspectives about the experienced insecurity. The characteristics of these individuals that experience these consequences in a different level could be investigated with a further research.

Table 7. *Consequences of contractual and working arrangements for the workers and the employees*

Workers	Employees	Interviews' extracts
Worse benefits	Better benefits	''[...] I am not with IKA, which means that

		if I will get sick and have to be absent there is not sick leave'' (S3)
		''For me, let's say, a mother with two children would do this job with difficulty. If she wasn't having a security.'' (MS1)
Economic insecurity for final net wage Final net wage differs according to taxation scale, insurance scale and existence or no of other professional activity	Economic security for final net wage Having the more or less the same yearly net wage, but distributed in 14 salaries (of which 2 are holidays) The monthly salaries are smaller than those of self-employed	''From these if I remove the tax remain [number]. And if I remove the TEBE remain less, but the tax in the end comes all back. [...] Because I am low in the [taxation] scale'' (S10) ''It is [amount of money] every month, but there are also plus two gifts [holiday bonus surcharge] basically'' (S6)
Insurance payment insecurity Having the responsibility to pay insurance	Insurance payment security Insurance covered by the employer	''But to pay your TEBE even though the payments are delayed''(MS1)
Insecurity No compensation in case of dismissal	Security Compensation in case of dismissal	''When someone is in IKA we compensate him/her, when we end the contract- when we dismiss him/her. In OAEE is such the employment relation that is not needed. (MT2)
Economic security Certain income from project contract	Not applied	''The private office has big precariousness. It has periods that covers me and periods that it is very difficult. As all the 'free'

| | | professions.''; ''I perceive it that I have a standard income every month that covers my expenses. And then any other earnings are additional.'' (C2) |

Consequences for the volunteers. The main consequences of the contractual and working arrangements for the volunteers are present together with below in Table 8.

Table 8. *Consequences of contractual and working arrangements for the volunteers*

Consequence	Arrangements	Interviews' extracts
Feeling satisfaction	matching organisation's needs with volunteer's interests	''You get mentally full, you feel productive and even more when you can offer to another human, the vulnerable groups. For me the soul fills'' (V2)
Ability to gain experience and education	matching organisation's needs with volunteer's interests receiving education, training and information for educational activities having flat organisation	''They [volunteers] have the opportunity for experience, education [...]'' (MT4) ''As well, experience. Because I practice the [skill]. I practice in [skill].'' (V1) Also, I associate with other [professionals] and we discuss. [...] I got some information for these things that I didn't know'' (V1)
Ability to be active and out of home due to unemployment	volunteering	-

Receiving a certification of volunteer work	ethical contract	''My benefit, it is certain that I will have something official like a paper'' (V1)
Potential of getting a paid job	multiple asynchronous relations ''volunteer-paid staff''	-

Consequences for the interns. No consequences for the interns are presented due to limited evidences regarding the interns. However, based on the findings on the multiple asynchronous relations, it could be argued that similarly to the volunteers, they have the potential to get a paid job in NGium. Further research could give an insight on the consequences of internship arrangements for the interns.

Discussion

Main findings

The abductive logic that was followed revealed contractual and working arrangements that seem to be specific to the societal and organisational context in which they were studied. Moreover, this logic allowed these findings to be understood within Atkinson's ''flexible firm'' the conceptual framework, by testing its explanatory power and by enriching it.

Flexible contractual and working arrangements and their consequences for the organisation. All the contracts signed with NGium support numerical flexibility due to their limited duration (i.e., fixed-term) and because their closure can be done relatively easy and fast. Additionally, numerical flexibility was found to be possible due to the content of the paid staff and volunteers' contracts that refer to participation in case of urgent needs. Similarly, the phenomenon of ''staff volunteering'' was found to be vital for the ability of the organisation to exhibit numerical flexibility. Last but not least, some working arrangements facilitate the quick and easy supply of workforce. For example, rotation in deskilled work tasks (e.g., reception) supports the quick and easy supply of staff from other infrastructures in case of high workload or lack of staff. Similarly, both the sharing of jobs in shifts among volunteers and the systematic support to various tasks by interns (e.g.,

secretary, social service) facilitates the coverage of the needs of the organisation. Thus, numerical flexibility appears to be acquired by the peripheral groups of interns (i.e., first peripheral group) and volunteers (i.e., second peripheral group); as well as by the paid staff at team or individual level.

In NGium functional flexibility seems to be possible through the dependent nature of the contracts signed with the paid staff, either with self-employed or with dependent employees, in combination with the renewal and extension of the contracts. Additionally, functional flexibility seems to be facilitated by the contractual arrangements that require the staff to hand-over and write a passing paper before exiting the organisation and by receiving on-the-job training, as well as other trainings within or outside the organisation. Moreover, functional flexibility is facilitated though the organisation of work at the infrastructure level. This is possible by occupying workers with generic job profile in the provision of services (e.g., social care and medical) for the programmes that run at an infrastructure and not only for the programme they are contracted. At the individual level, relocation of workers facilitates also functional flexibility. Thus, functional flexibility can be acquired by workers with non-typical contractual arrangements (i.e., project contracts and fixed-term contracts) and, seeing it in the retrospect, by individuals whose relation to the organisation change through time (i.e., multiple asynchronous relations). Additionally, functional flexibility is acquired partially at the group level by a sub-group of interns (i.e., six months daily internship of eight hours).

Based on the above findings, it could be argued that the labour legislations put the initial boundaries for the composition of contracts and the organisation of work. The vaguer and the more decentralised these legal regulations are, the more space exists for flexibility at the organisational level. In this study, this is most apparent in the dependent employment nature of project contracts. Similarly, the high levels of unemployment in a society result to increase in supply of labour that in the case of the NGOs refer to supply of paid work, as well as to volunteer work. Moreover, the idiosyncratic characteristics of NPOs and, in particular of NGOs, require financial flexibility for the survival of the organisation due to their dependence to external financing and due to their programme based funding. Responsively, the values of such

organisations and, in particular the values of voluntarism and equality, and their mixed organisational structure support the financial flexibility through creative combinations of functional and numerical flexibility, where the boundaries of paid and voluntary work become blurry.

Flexible contractual and working arrangements and their consequences for the workforce. The consequences of flexible contractual and working arrangements suggest some commonalities for the paid staff within the context of NGium. In particular, job insecurity seems to be common for both types of contracts due to their fixed-term nature that was identified and perceived by the participants to be related with the funding environment of the organisations. Gain of broad work experiences was positively perceived and associated with multitasking. Job satisfaction was seen to derive by various arrangements, such as flat organisation and generic job profile; and to be related with the humanitarian orientation of the organisation and the interests of each individual (e.g., field work, multicultural context, ideological reasons). However, a combination of arrangements that highlight combination of functional and numerical flexibility by the paid staff (e.g., multitasking, overtimes, staff volunteering) and lack of professional supervision were associated with references of burn-out. On the contrary, the execution of a simple task in another infrastructure was perceived by a worker to be against burn-out, since it allows taking a break from the regular stressing work environment.

NGium was found to support its workforce irrespective of their contractual arrangement to have equal access to information about educational activities. Nevertheless, in practice the paid staff, at the group level, was identified to make more use of these opportunities in comparison to the volunteers and the interns. The paid staff was found to differentiate according to the various benefits provided by the two different insurance institutions, IKA and OAEE. The employees seem to enjoy in general security in comparison to the self-employed workers. Interestingly, the self-employed may experience economic security due to the existence of such a full-time fixed-term contract that could provide a certain income, in comparison to the insecurity of working as a free-lancer. Finally, it seems that volunteers' differences in

their motivations to volunteer were found in the consequences that were reported by them. Further research could investigate the role of motivation in this relation.

Thus, it is suggested that in order to understand flexibility within an organisation, it is important to study it by taking into consideration and contextual parameters (e.g., legislation, trends in employment relations, organisational culture and structure). Moreover, the analysis of this study focused on the presentation of the main findings for functional and numerical flexibility; however, it seems that these two types of flexibility can be better understood in relation to financial flexibility. Additionally, from the present study derives the methodological conclusion that the more decentralised the employment relations become, the greater the methodological need to include the individual level in research. This could broaden the understanding regarding the different consequences of flexible arrangements for the individuals and the organisation depending on their characteristics (e.g., profession). Finally, the adoption of an interpetativist approach could give a better understanding on the meanings behind the consequent security and insecurity and the content of the contracts.

Atkinson's revised ''flexible firm'' model

Functional flexibility. Contrary to the ''flexible firm'' model, the findings of this case study suggest that functional flexibility can be acquired by groups of workers with non-typical contractual arrangements. Moreover, the functional flexibility seems to be acquired by a sub-group of interns and by individuals whose relation to the organisation changes through time by switching their contractual arrangements.

Numerical flexibility. Numerical flexibility appears to be acquired by the peripheral groups of interns (i.e., first peripheral group) and volunteers (i.e., second peripheral group). Additionally, the core group of paid staff seems to assist to the changes in the needs of the organisation by either moving to the periphery systematically or occasionally at the individual or team level.

Relational flexibility. A relatively novel theoretical finding of this case study is that of ''relational flexibility'', meaning the ability of an organisation to maintain

its competences by keeping its workforce through changing the type of contract (i.e., multiple asynchronous relation) or through reinforcing organisational citizenship behaviour (i.e., staff volunteering). This can be conceptualised as movements from the periphery to the core and vice versa.

Dichotomisation hypothesis. By taking into consideration the above theoretical interpretation of the findings, it can be argued that the dichotomisation hypothesis cannot be confirmed, if considered as ''black & white''. However, a distinct segmentation of the workforce to core (i.e., paid staff group, sub-group of interns) and to peripheral (i.e., interns' groups and volunteers' groups) was found, if contractual arrangements are perceived as static. This segmentation is based on the way work is organised (e.g., work tasks) and seems to be only partially related with the existence or not of monetary returns.

This segmentation is vague regarding the opportunities for training due to inconsistency to the evidences. According to one perspective, the paid staff has priority to the trainings, then the dichotomisation is between paid staff, on the one side, and interns and volunteer, on the other side. Though, this seems to be a heuristic and does not represent the findings of the analysis. The dichotomisation is again questioned, when it comes to the systematic or occasional assistance of the paid staff at the team level or at the individual level in needs for supply. In this case, it appears that the borders between the core and the periphery are permeable (see Figure 2). Consequently, it seems that there are multiple segmentations of the workforce each time regarding a different aspect (i.e., work tasks, monetary returns, training) and that instead of a ''black & white'' dichotomisation, there is a pallet of grey tones. Moreover, the revealed ''relational flexibility'' suggests blurry boundaries between core and periphery.
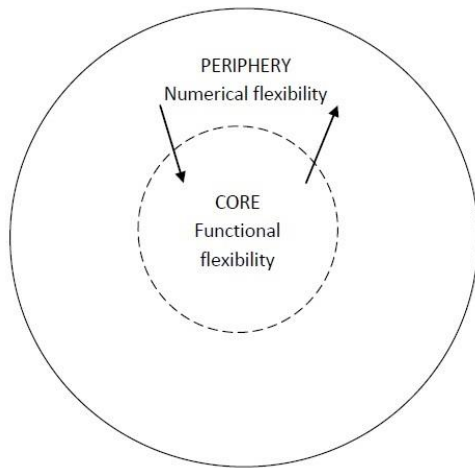
Figure 2. Atkinson's revised ''flexible firm'' model

Methodological limitations

Various methodological limitations have been referred throughout the text together with suggestions for further research. The focus here is mainly on two methodological limitations of this case study. A multiple-case study design could have made the study more robust by enhancing its external validity (Yin, 2014). Still, the single-case study design was perceived to be sufficient for the purposes of this study, as a critical case for testing Atkinson's model main assumptions. Further research on flexibility could use a multiple-case studies design in subsidiaries of a multinational NGO that operate in different countries, so as to identify similarities and differences in contractual and working arrangements across countries.

Two sources of data were used, interviews and documentations. Thus, no triangulation of sources of evidence was achieved so as to minimise biases. However, these two sources of evidence provided data that complemented each other. The interviews, the primary source of evidence, gave the opportunity to collect data from management and workforce group perspectives and to collect data on the individual level. Moreover, the interviews facilitated the back and forth abductive logical process that was followed for the analysis of the data. The organisational documents and other documents about the organisation constituted the secondary source of evidence. These, when available, provided with the official evidences regarding the contractual and working arrangements within the organisation and broaden the time span of the evidence provided by the primary source. Access to further

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documentations (e.g., job descriptions) could have enhanced the validity of the study. Moreover, direct observations, as a thirdly source of data, could have enriched the dataset with evidence about actual behaviours within the workplace context.

Implications

This case study contributes to the existing literature by providing novel conceptualisations of flexibility through theory development. Its findings suggest the need for further research that would add on understanding how the different combinations of flexible contractual and working arrangements interrelate and under which contextual parameters and for which demographic characteristics they result in particular outcomes for an organisation and its workforce. For example, it could be studied how the combination of such arrangements, under which conditions and for whom it is more possible to result in burn-out. Consequently, this study's findings cannot suggest implications for policies and practice, but can raise a concern about the role of vaguely written labour laws in institutionalising precarious work.

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Appendices

Appendix I: Study protocol

During the last 3 years how have the following issues evolved?

Relation

- What type of contract does the organisation have with the employees/volunteers?

- What are the motivations & expectations of the organisation and of the volunteers/employees (psychological contract)?

- Is there variability in the duration of the contracts?

- Are there other types of relations (e.g., not work relations)?

- Do the relations change through time (e.g., from volunteer to employee or vice versa)?

Working time

- Is there variation in the working time (e.g., full-/part-time, extra work, working days and time)?

- Who decides the working time?

Workspace

- Is there variation regarding the workplace (e.g., work from home, office/street)?

- Who decides the workplace?

Resources

- Is there variation in the use of resources (e.g., own/organisation's equipment-computers, phone calls payment)?
- Is there a variation in the human capital of the employees/volunteers?

Work

- Is there variation regarding the work content and intensification (e.g., multiple tasks)?

- Who decides work division/initiates changes in the work content?

- Who has the responsibility for the work outcomes?

Compensation

- What is the compensation for the work of the volunteers/employees (e.g., monetary, cover of expenses, material, symbolic, training and education, work experience, potential future work within the organisation)?

- Is there variation regarding the compensation?

Appendix II: Interview guides (template)

Interview guide: worker's/volunteer's/intern's perspective

Demographics: age, education, work experience, employment status
Could you tell me some things about you? How old are you? What have you studied?
Where have you worked so far?

Relation

When did you start in the organisation? Why? What is your relation with the organisation (e.g., work, volunteer, donate, member in association)? What type of employment relation do you have? What keeps you in the organisation? Would you think to change something in your work? Would you like to stay in the organisation?

Work

What have been your tasks from the beginning until now? Can you decide on your work? Do you have the final responsibility? Have you chosen job/tasks? Do you do in parallel many different tasks?

Workspace

Where do you work from? Do you have your own office? Do you share your office, your pc? Do you work from home? Can you choose where to work from?

Working time

How is your relation with the organisation translated into time? How much time fo you work? When do you work? Do you have a schedule? Is your schedule stable? Do you choose when to work and how long to work? Does your working time changes?

Compensation

How often do you get paid? Does the frequency change? What is your payment? Does this change? Do you receive any benefits or other compensation for your work?

Education

Have you received any education/training (internal-external) in the organisation? Was it relevant to your job? Do you have the choice to choose?

Resources

Do you make use the organisation's infrastructure or yours for your work? Does the organisation cover you expenses?

Interview guide: organisational perspective (template)

Demographics

How many people constitute the organisation/the programme/the group/the team you manage/coordinate? What are their characteristics (e.g., professional profile, demographics)? Has this changed the last 3 years?

Relation

What is the relation of these people with the organisation (e.g., type of employment relation, volunteer, members, donors, multiple roles)? Is there a formal contract or/and an informal? What is the duration? Do the relations change through time? Do you renew the contract? How is this decided?

Work

Are there specific job descriptions? Do people provide many and various services? Can it be that the workers/volunteers provide (and) other tasks than those initially agreed? Do they change position within the organisation? Share a position? Who has the final responsibility of the work? Do workers/volunteers decide their tasks and changes in their work? Do the workers do the same jobs with the volunteers?

Time

How much time workers/volunteers provide? When do they work? Is there a stable schedule? If not, why? How is it chosen how much time they work? Can the workers/volunteers choose on that?

Workspace

From where do the workers/volunteers work? Do they work from the organisation or from home? Do they have their own desk? Can the workers/volunteers choose where to work from?

Resources

What kind of infrastructure does the organisation provide? Do the workers/volunteers make use of these resources or/and their own? Do the workers differ on that?

Education

Does the organisation provide education/training to the workers/volunteers? How often? Inside or outside the organisation? Can the workers/volunteers choose the education? Is the education relevant to their job/tasks?

Compensation

Do the payments differentiate among the workers? How frequent do the workers get paid? Does the payment change? Does the organisation cover expenses of the volunteers/workers? Does the organisation provide something else to the workers/volunteers as compensation for their work?

Appendix III: Invitation for participation to the study

UNIVERSITY OF GOTHENBURG

25th February 2015

Invitation for participation in a study

To whom it may concern,

This letter is an invitation to consider participating in a study I am conducting as part of my master degree at Gothenburg University in Sweden. The master thesis refers to the field of work science and is supervised by Julia Kubisa. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

This study focuses on the investigation of the organisation of activities in the case of a non-profit organisation in Greece. In particular, I would like to conduct this study in the organisation you provide your services. Individuals who offer their services in the organisation (i.e., board members, employees and volunteers) are eligible to participate in this study through individual interviews. The interviews will be held within March. Moreover, organisation's documents regarding work organisation will be studied.

Participation in this study is voluntary. It will involve an interview of approximately one hour in length to take place in a mutually agreed upon location. You indicate your voluntary agreement to participate by taking part to the interview. You may refuse to participate, refuse to answer any questions or withdraw from the study at any time.

All information you provide is considered completely confidential and accessible only to the investigator of this study. Your name and your organisation's name will not appear in any thesis or report resulting from this study.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 6977476179 or by e-mail at didopapatheodorou@gmail.com.

I hope that the results of my study will be of benefit to your organisation, other non-profit organisations not directly involved in the study, as well as to the broader scientific community.

Thank you in advance for your assistance in this project.

Sincerely,

Dido Papatheodorou

Master student

Department of Sociology and Work Science

Appendix IV: Letter of information

UNIVERSITY OF GOTHENBURG

Letter of information

To whom it may concern,

This letter is an invitation to consider participating in a study I am conducting as part of my master degree in work science at Gothenburg University in Sweden under the supervision of Julia Kubisa. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

This study focuses on work organisation in the case of a non-profit organisation in Greece. Therefore, I would like to conduct a study of your organisation. Individuals who offer their services in the organisation (i.e., board members, employees and volunteers) are eligible to participate in this study. Moreover, organisation's documents regarding work organisation will be studied.

Participation in this study is voluntary. It will involve an interview of approximately one hour in length to take place in a mutually agreed upon location. You indicate your voluntary agreement to participate by taking part to the interview. You may refuse to participate, refuse to answer any questions or withdraw from the study at any time.

All information you provide is considered completely confidential and accessible only to the investigator of this study. Your name and your organisation's name will not appear in any thesis or report resulting from this study.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 6977476179 or by e-mail at didopapatheodorou@gmail.com.

I hope that the results of my study will be of benefit to your organisation, other non-profit organisations not directly involved in the study, as well as to the broader research community.

I very much look forward to speaking with you and thank you in advance for your assistance in this project.

Sincerely,

Dido Papatheodorou

Master student

Department of Sociology and Work Science

Bertil Rolandsson

Associate professor / Master thesis course leader

Department of Sociology and Work Science

Appendix V: Index

Initial analysis

Contractual arrangements for paid staff, volunteers, interns: type, duration and content of contract, psychological contract, multiple a/synchronous relations

FWAs: work, working time, workspace, resources, compensation

Consequences: for the workforce according to contract type, for the organisation

Secondary analysis

Functional/numerical flexibility and their relation
Core/peripheral groups

Appendix VI: Table with informants' id-code and status

Table 9. *Informants' id-code and status*

Code	Status	Code	Status
SC1	Coordinator	S8	Staff
SC2	Coordinator	S9	Staff
SC3	Coordinator	S10	Staff
SC4	Coordinator	S11	Staff
MT1	Management team	S12	Staff
MT2	Management team	V1	Volunteer
MT3	Management team	V2	Volunteer
MT4	Management team	V3	Volunteer
MS1	Staff in management	V4	Volunteer
MS2	Staff in management	V5	Volunteer
S1	Staff	V6	Volunteer
S2	Staff	V7	Volunteer
S3	Staff	V8	Volunteer
S4	Staff	V9	Volunteer
S5	Staff	V10	Volunteer
S6	Staff	V11	Volunteer
S7	Staff	S	Staff